



JULY 2024

LACROIX Meeting

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TECHNOLOGIES
FOR A **SMARTER**
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LACROIX SNAPSHOT

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A vertical image on the right side of the page shows a cityscape at night. The sky is dark blue with a visible Milky Way galaxy. A bright, glowing red streak, resembling a comet or a meteor, streaks across the lower part of the city. The city lights are visible in the background.

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Reorganization of ENVIRONMENT activity

Treated as discontinued operation as from now

Our turnkey offer of equipment & solutions to optimise & safeguard smart road infrastructure assets

| Street Lighting | Traffic management | V2X | Road signs



Street lighting management equipment & ecosystems



Urban & intercity traffic management equipment



Equipment & systems for autonomous connected mobility



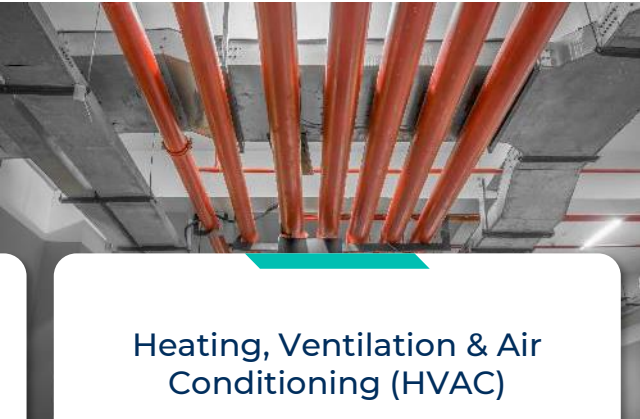
Road signs



Our turnkey offer of equipment & solutions to optimize & secure **water** & **energy** infrastructures



Water networks



Heating, Ventilation & Air Conditioning (HVAC)



Smart Grids



Street Lighting



Contribute
to the development
of **more sustainable
living ecosystems**
through **useful,
robust & secure
connected
technologies**

OUR AMBITION

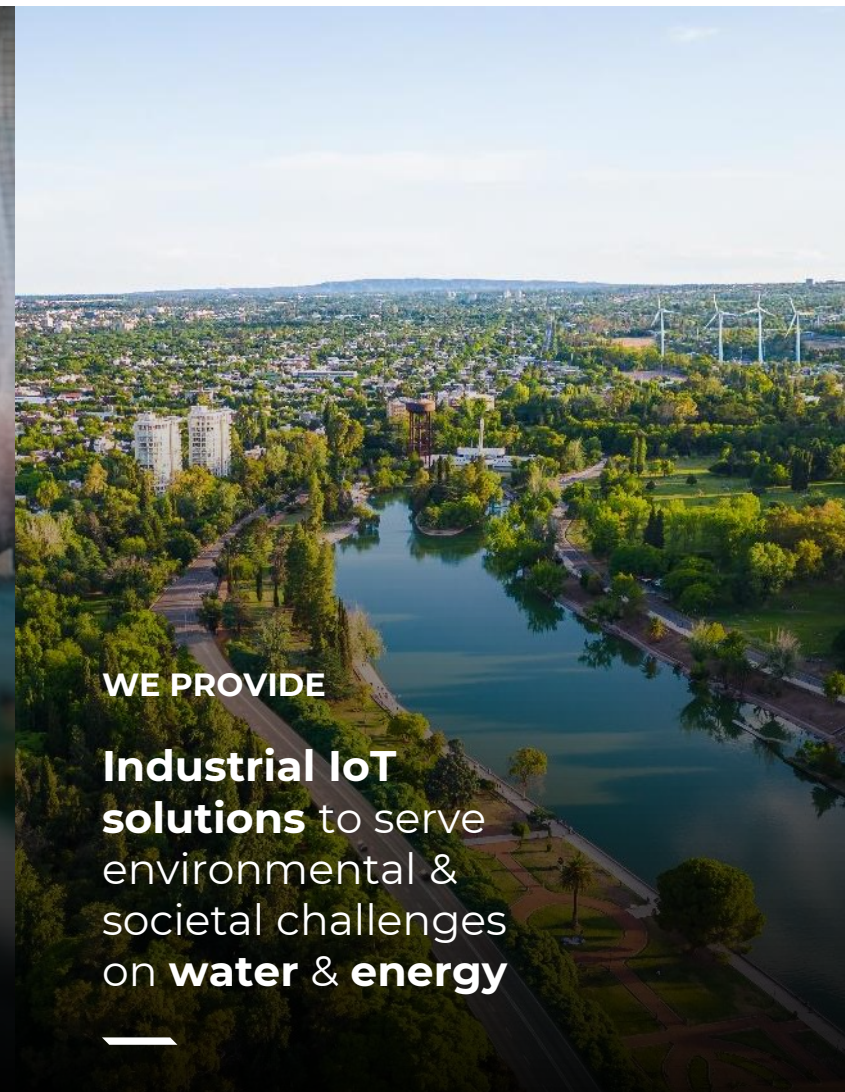
Become a
**global leader
in industrial IoT solutions
& electronic
equipment**
for critical applications



WE DESIGN & MANUFACTURE

Electronic equipment
to contribute to the
**automotive, industrial,
HBAS, avionics & health**
transition

Electronics activity



WE PROVIDE

**Industrial IoT
solutions** to serve
environmental &
societal challenges
on **water & energy**

Environment activity

An **international,**
tech & industrial midcap



€761M
Revenue in 2023



~5 100
Collaborators in 2023



Located in
13 countries



Family Group
on the stock market since
1992



EMEA ~ 75% REVENUE

NORTH AMERICA ~ 25% REVENUE

APAC

TEAMS LOCATIONS

FRANCE

GERMANY

SPAIN

ITALY

SAUDI ARABIA

POLAND

TUNISIA

BELGIUM

MOROCCO

USA

MEXICO

SINGAPORE

CHINA

62%

BEDOUIN Family

34%

Public

3%

Treasury shares

1%

Employee ownership

1/3 of employee / **2/3** in France

An **international,**
tech & industrial midcap



€675M*
Revenue in 2023



~4 700
Collaborators in 2023



Located in
12 countries



Family group
On the stock market since
1992

* Proforma 2023



LOCATIONS

EMEA ~ 75% revenue

- | | |
|---------|--------------|
| FRANCE | POLAND |
| GERMANY | TUNISIA |
| SPAIN | BELGIUM |
| ITALY | SAUDI ARABIA |

NORTH AMERICA ~ 25% revenue

- | |
|--------|
| USA |
| MEXICO |

APAC

- | |
|-----------|
| SINGAPORE |
| CHINA |





REVENUE H1 2024

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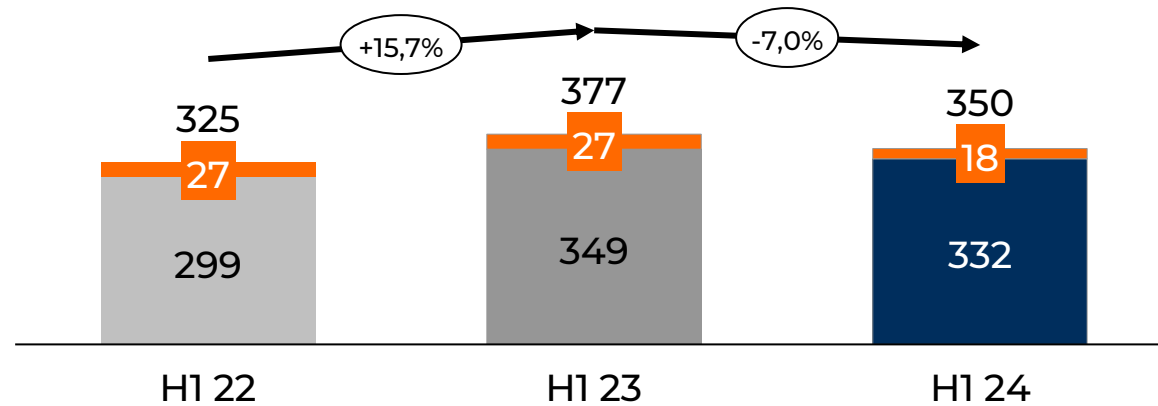


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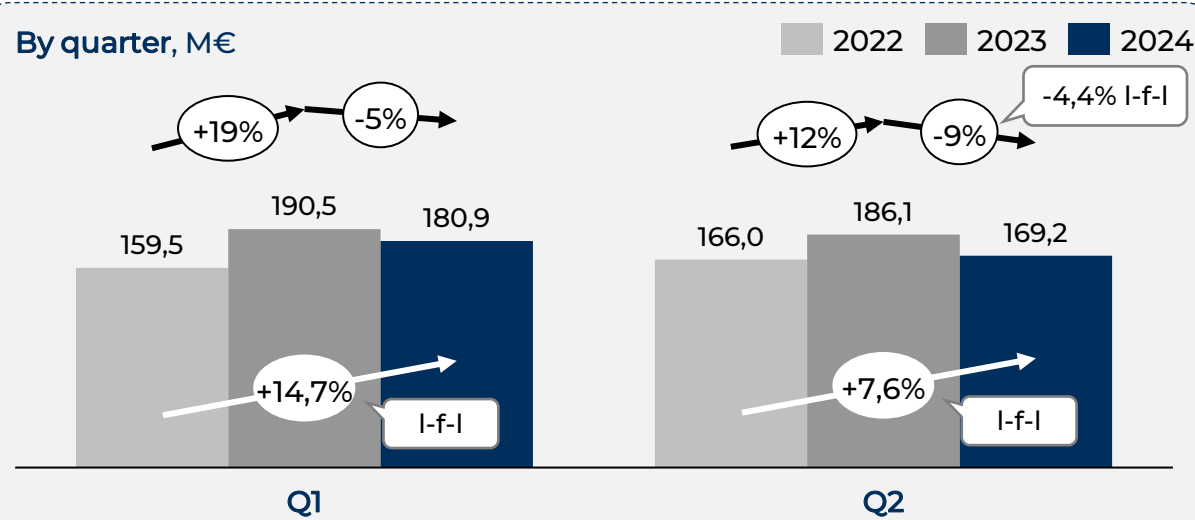
First-semester 2024 revenue of €350 million (-7,0%) in line with expectations

EXCLUDING CITY-MOBILITY SEGMENT (TREATED AS DISCONTINUED OPERATIONS IN ACCORDANCE WITH IFRS 5)

Revenue, M€ ■ Road Sign segment



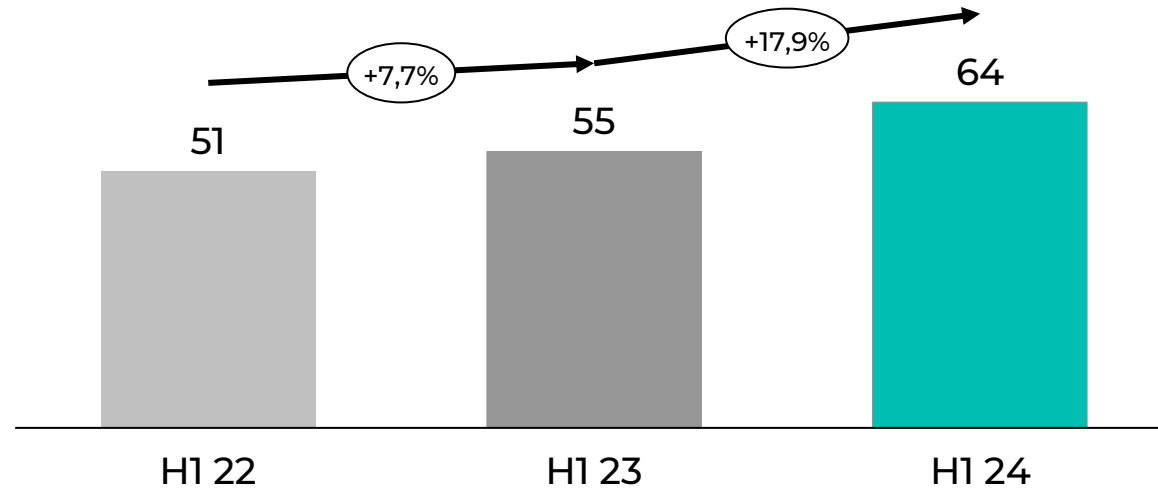
By quarter, M€



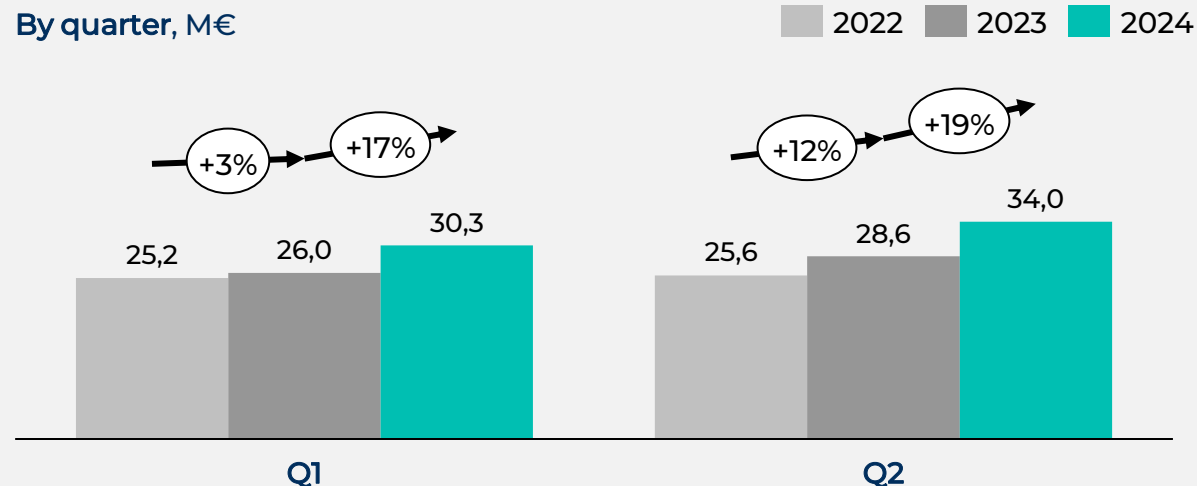
Key takeaways

- Evolution in line with the trends communicated by LACROIX at the publication of 1st quarter revenue
- Consolidated revenue of 350 M€, down 7.0% vs H1 2023 which saw a sharp rise in revenue (+15,7% vs 2022)
- Excellent momentum on **Environment**, persistent base effect on **Electronics**
- *NOTE: Road Signs segment removed from consolidation scope on April 30, 2024*

Revenue, M€



By quarter, M€

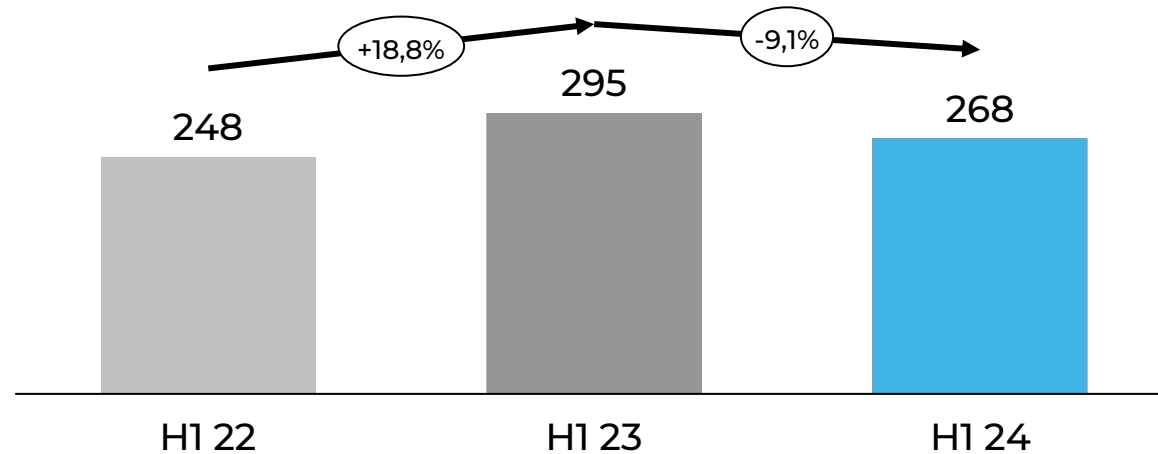


Key takeaways

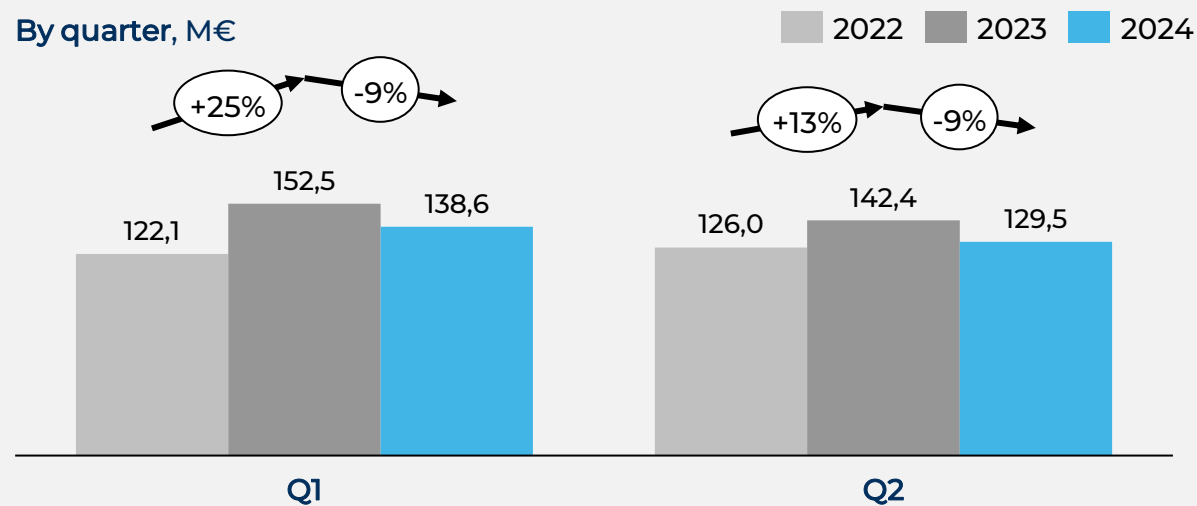
- Now includes the Street Lighting segment (previously part of City):
 - High degree of commercial and operational coherence
 - R&D synergies between platform programs and LACROIX products and solutions
- H1 revenue grew 17.9%, thanks to a very positive momentum across all four segments - Water, HVAC, Smart Grids and Street Lighting:
 - Sustained international sales policy
 - Structurally favorable trends

ELECTRONICS: Topline decrease explained by strong comparison basis overall coupled with persistent Automotive & HBAS headwinds

Revenue, M€



By quarter, M€



Key takeaways

- Revenue of €129.5 million in Q2 2024, down 9.1% YoY
- High comparison basis with 13% growth in Q2 2023 driven by a strong recovery post electronic components shortage. This unfavorable base effect won't last beyond H1 2024
- In EMEA,
 - Industry and Avionics sectors continued to grow but momentum remained weak in the Automotive and HBAS segments
 - Q2 saw a decline of -5.8% vs. -11.6% in Q1, confirming the anticipated trajectory for the year
- In North America,
 - Deployment of operational recovery measures continues, in a context of declining business levels.
 - First effects of business restructuring will be visible in H2 2024, before accelerating from early 2025



FULL
INTEGRATION OF
NORTH AMERICA
TEAM LAUNCHED
end of Q1 2024

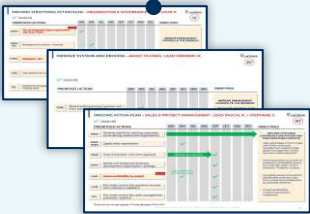
Full integration by EMEA team + top management organization evolution + middle management reinforcement

- New North America Managing Director hired, starting end of August
- Reinforcement of the local team with new recruitment/replacement : Mexican site mgr, HR mgr, Controlling team reinforcement, supply chain mgr...
- ELEC Functional VPs in Juarez almost every week



TURNAROUND
PLAN
STRUCTURED,
LAUNCHED AND
TRACKED

KEY PRIORITIES DEFINED



BROKE DOWN
BY FUNCTION

ALLOCATED TO EACH
EMEA PROCESS



WEEKLY TRACKED VIA
EXISTING ELEC
PERFORMANCE RITUALS



GRANULAR ACTION PLAN
CREATED WITH CLEAR OWNERSHIP

OUTLOOK

- ✓ LACROIX confirms that it expects a more favorable business trend (on a like-for-like basis) in the second half of 2024
- ✓ **ENVIRONMENT** activity continues to enjoy positive momentum and visibility, with the Street Lighting segment fitting in perfectly
- ✓ **ELECTRONICS** will benefit from a more favorable base effect in the second half of the year.
However, visibility in the automotive and HBAS sectors remains low
- ✓ North America's difficulties will continue to weigh on the Group's performance in 2024, with the operational turnaround underway expected to produce significant effects from early 2025

Previous guidance included City-Mobility segment, currently subject of a divestment project.

New objectives for the current financial year to be communicated in September for half-year results publication.





NEXT MEETINGS

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- September 30, 2024: Half-year results 2024
- November 7, 2024 : Revenue Q3 2024



Q&A

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