



JULY 2024

LACROIX Meeting

CONNECTED
TECHNOLOGIES
FOR A **SMARTER**
WORLD



LACROIX SNAPSHOT

LACROIX MEETING

This document is proprietary and confidential to LACROIX and may not be reproduced without prior authorization.

A large background image on the right side of the slide shows a nighttime cityscape with numerous illuminated buildings. Above the city, the Milky Way galaxy is visible in the dark sky. A white rectangular frame is overlaid on the right side of the image.

CONNECTED
TECHNOLOGIES
FOR A **SMARTER**
WORLD

Reorganization of ENVIRONMENT activity

NEW



Smart HVAC



Smart GRIDS



Smart LIGHTING



2 Launch of the search for a new reference shareholder for the CITY - Mobility segment (Traffic Carros & Madrid + C-ITS) to offer new recovery and development perspectives for this activity

CARVE-OUT

Carve-out of CITY – mobility activity

Urban & intercity traffic management equipment



Equipment & systems for autonomous connected mobility



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



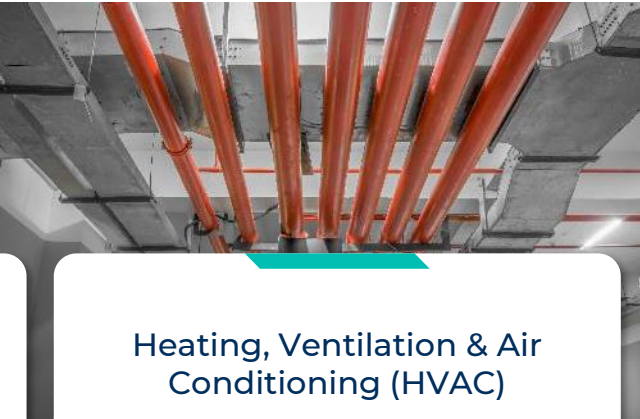
Road signs



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

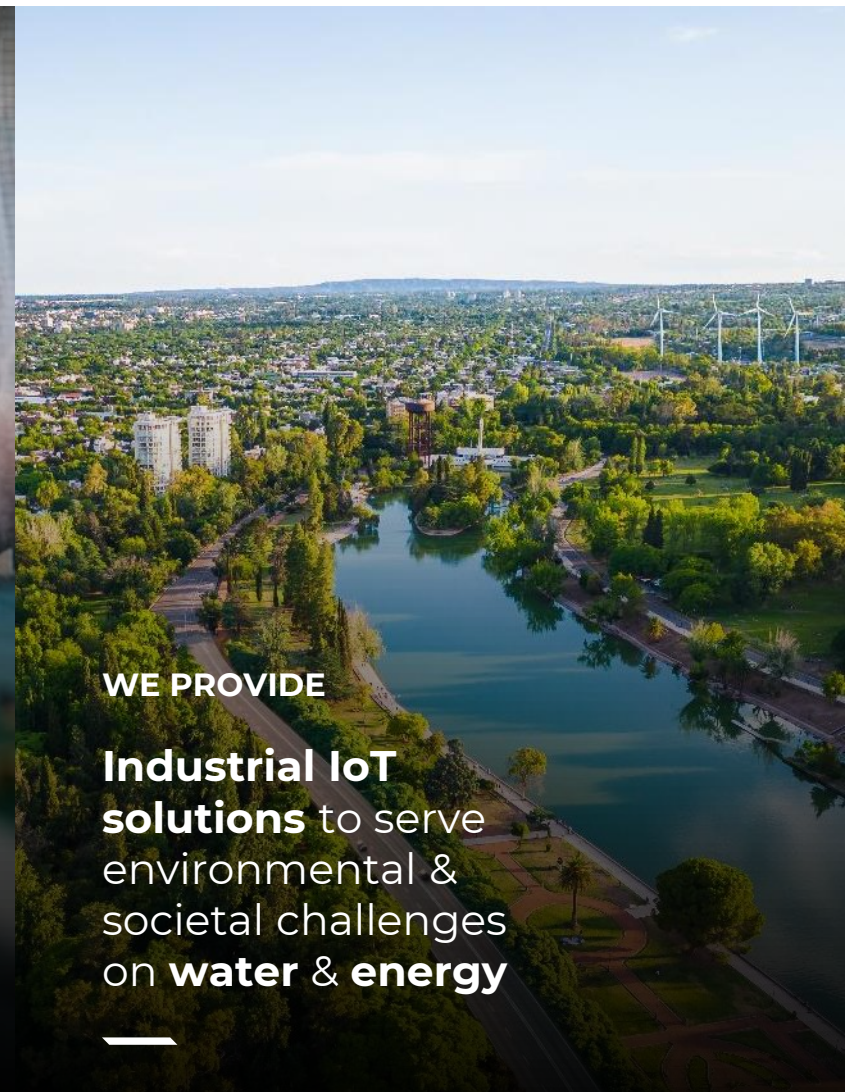
Become a
**global leader
in industrial IoT solutions
& electronic
equipment**
for critical applications



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

LACROIX MEETING

This document is proprietary and confidential to LACROIX and may not be reproduced without prior authorization.

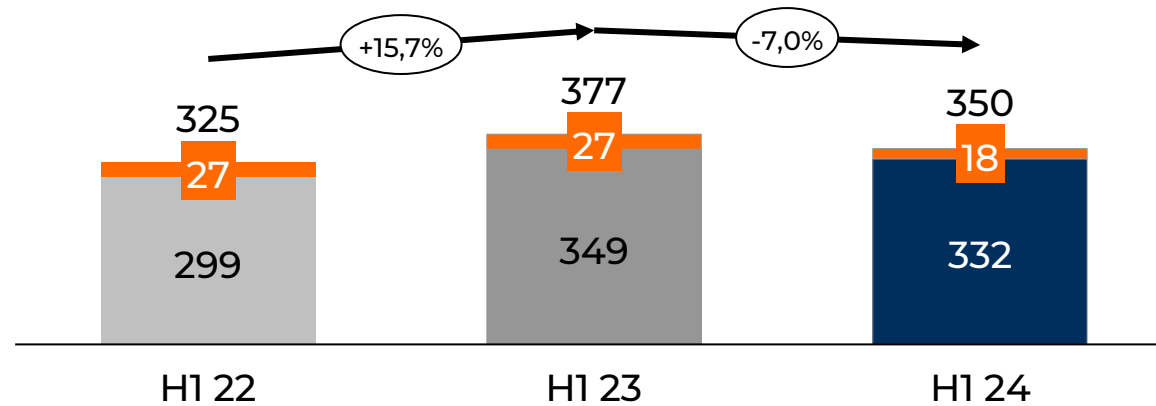
A nighttime cityscape with a starry sky. A glowing orange streak, possibly a comet or a light trail, runs vertically through the city. The text "CONNECTED TECHNOLOGIES FOR A SMARTER WORLD" is overlaid on the right side of the image.

CONNECTED
TECHNOLOGIES
FOR A **SMARTER**
WORLD

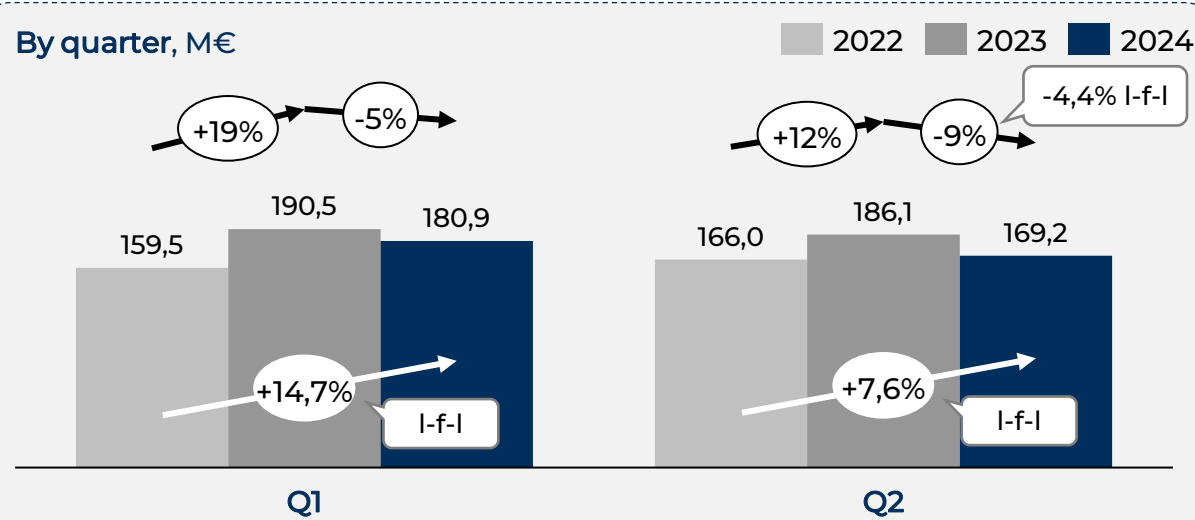
First-semester 2024 revenue of €350 million (-7,0%) in line with expectations

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

Revenue, M€ ■ Road Sign segment



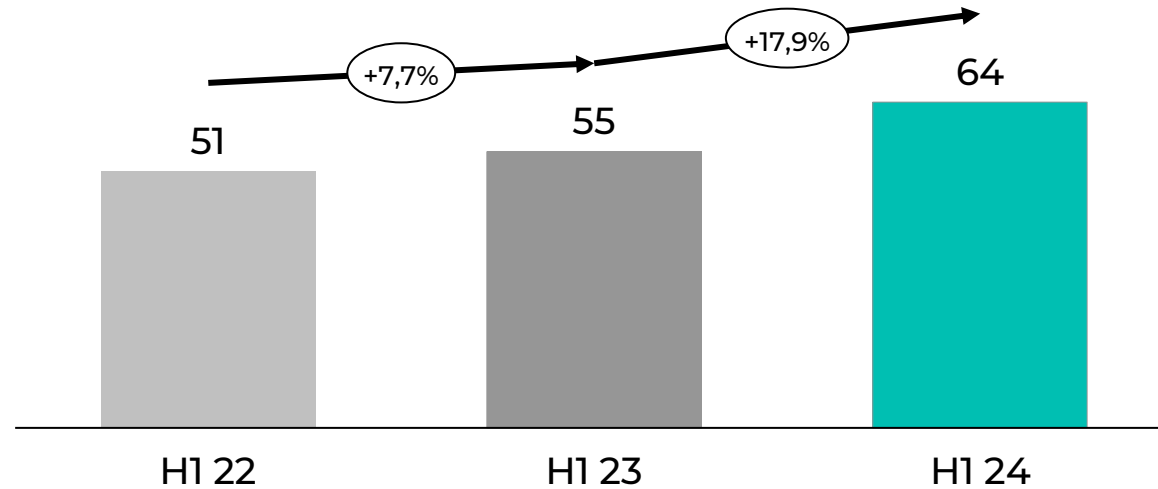
By quarter, M€



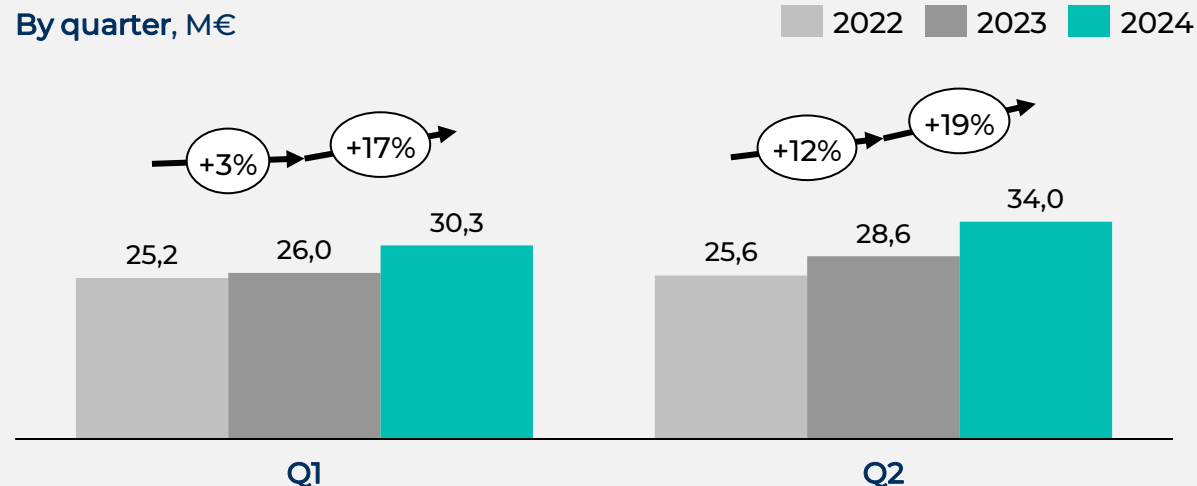
Key takeaways

- 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€

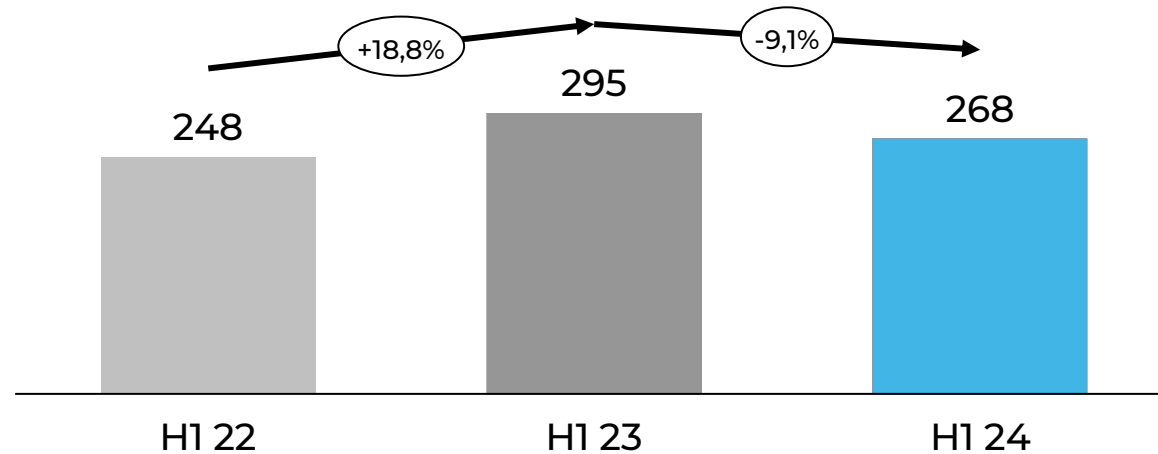


Key takeaways

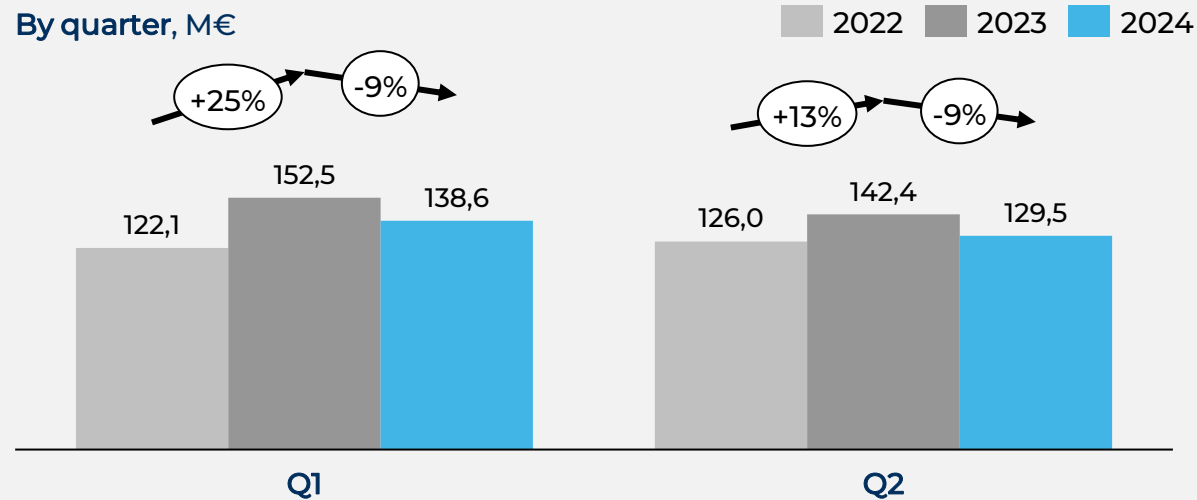
- Now includes the Street Lighting segment (previously part of City):
 - High degree of commercial and operational coherence
 - R&D synergies between platform programs and LACROIX products and solutions
- H1 revenue grew 17.9%, thanks to a very positive momentum across all four segments - Water, HVAC,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



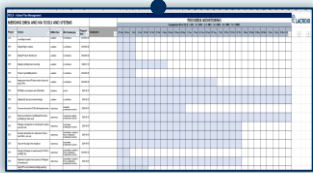
ALLOCATED TO EACH
EMEA PROCESS



WEEKLY TRACKED VIA
EXISTING ELEC
PERFORMANCE RITUALS



BROKE DOWN
BY FUNCTION



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

LACROIX MEETING

This document is proprietary and confidential to LACROIX and may not be reproduced without prior authorization.

A large, vertical image on the right side of the slide shows a nighttime cityscape with a clear view of the Milky Way galaxy in the dark sky above. The city lights are visible in the foreground and middle ground.

CONNECTED
TECHNOLOGIES
FOR A **SMARTER**
WORLD

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



Q&A

LACROIX MEETING

This document is proprietary and confidential to LACROIX and may not be reproduced without prior authorization.

The background of the slide is a composite image. The top half shows a dark blue night sky filled with stars and the Milky Way. The bottom half shows a high-angle, night-time view of a city, likely Tokyo, with its lights reflecting on a body of water. A white-bordered rectangular box is positioned on the right side of the slide, containing the text "CONNECTED TECHNOLOGIES FOR A SMARTER WORLD".

CONNECTED
TECHNOLOGIES
FOR A **SMARTER**
WORLD