

---

# LISI Corporate Strategy

lisi

*Shaho Vatandoust*

---

---

# Contents

## ***Macro***

- Introduction
- Scope
- SWOT
  - Opportunities and Risks
- Expectations

## ***Micro***

- Solution
- GANTT Chart
- Conclusion

# Introduction

LSI is a French-based manufacturer of assembly solutions and components for the **aerospace**, **automotive**, and **medical** sectors.

LSI's purpose of *shape and share sustainable links* defines its solutions and goals.



**Emmanuel VIELLARD**  
Chief Executive Officer



**Raphaël VIVET**  
Chief Financial Officer



**Anne-Delphine BEAULIEU**  
Chief Sustainability  
Officer & Digital  
Transformation



**Alexis POLIN**  
Chief HR Officer

10 executives  
and 25 board  
members



**1777** – Frédéric Japy establishes a watchmaking factory in Beaucourt, joined later by other families to make wires

**1968** – Merger with other families to make GFD, creating screws and bolts for cars

**1977** – The group begins manufacturing for the aerospace industry

**2002** – GFD was renamed to LSI

**2007** – LSI Medical is formed

# Scope



**Böllhoff** – German company with aerospace and automotive clients

**ITW** – American automotive fasteners company

**ARaymond** – French automotive fasteners company

**Norma Group** – German automotive fasteners company

**Bulten** – Swedish automotive fasteners company

**Zimmer Biomet** – American medical implant manufacturer

**Smith+Nephew** – English medical implant manufacturer

# SWOT Analysis

## Strengths

- Diverse business lines
- Positive reputation including large cap customers
- Increasing EBITDA, CapEx
- Aerospace fasteners segment saw high growth in 2024 in Europe and North America
- In 2024, increased production capacity with a 54.4M euro investment

## Opportunities

- Next generation of airplanes and vehicles require stronger, lighter, and more resilient components
- More sustainably made components

## Weaknesses

- High dependence of revenue on aerospace industry
- High operational costs of specialised products
- Limited revenue from outside Europe and NA

## Threats

- Competition with Bolhoff, ARaymond, Norma Group, ITW, Smith+Nephew, and Zimmer Biomet
- Tariff barriers for exporting to USA
- Cheaper simple fasteners from China

---

# In Detail

## *Opportunities*

LISI's increased net earnings and operating cash flow open opportunities to increase research and development into solutions for the next generation of aerospace and electric vehicles.

These industries are dependent on reliable, structurally strong, and lightweight components.

## *Risks*

Despite having several manufacturing facilities in the USA, LISI would still be exposed to tariffs imposed by Trump on Canada, Mexico, China, and the EU.

Practically any imported base materials or final goods are subject to tariffs of 10-25% which can greatly impact LISI's bottom line if customer orders drop. LISI's current operating margin is just over 6%.

# Income Statement

## Key Figures

**Sales: 1.794B €**, up 10%

**EBITDA: 211.8M €**, up 19%

**EBIT: 115M €**, up 27%

**Earnings: 56M €**, up 49%

**Net Debt: 488.5M €**, down 12.6M €

**Debt to Equity Ratio: 48.6%**, down 4.8 pp

(millions of euros)	FY24
Sales	1794.05
Changes in inventories	19.796
Other income	<u>60.778</u>
<b>Total Operating Revenue</b>	<b>1874.624</b>
Consumed goods	(549.169)
Other purchases	(424.353)
Taxes and duties	(10.848)
Employee benefits	<u>(678.425)</u>
<b>EBITDA</b>	<b>211.829</b>
Depreciation	(104.25)
Provisions	7.455
Non-recurring income and expenses	<u>(23.094)</u>
<b>Operating Profit</b>	<b>91.94</b>
Financing expenses and cash revenue	(26.784)
Other financial income and expenses	10.883
Taxes including CVAE	<u>(20.615)</u>
<b>Net Profit</b>	<b>55.424</b>
<b>Shareholder's Earnings</b>	<b>56.006</b>

# Expectations

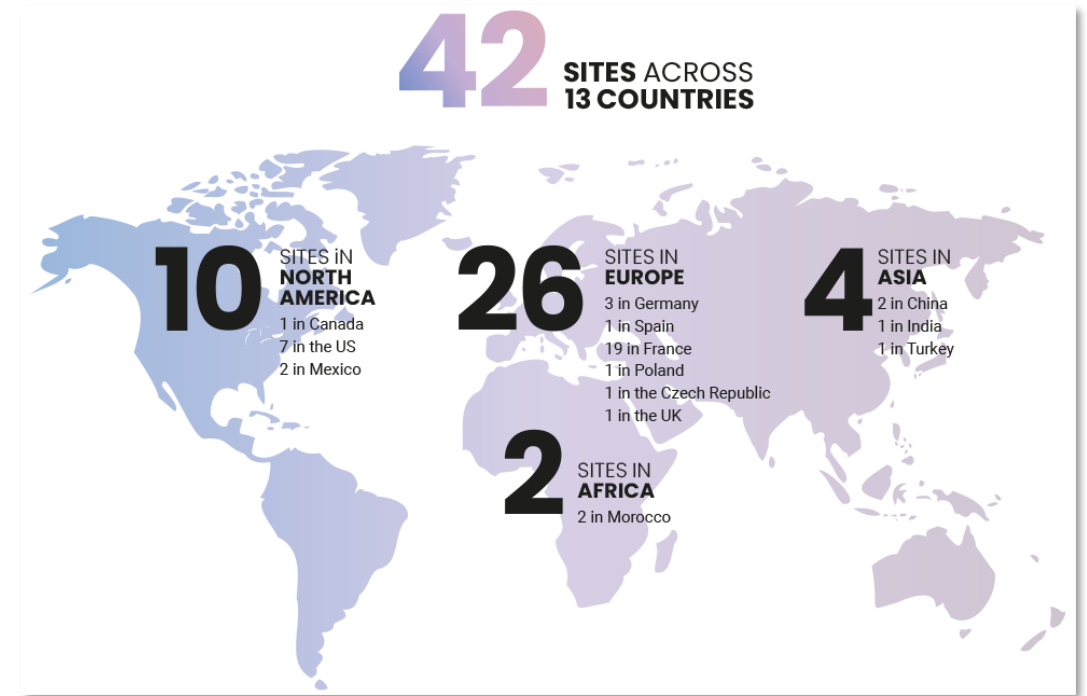
	2024	2029		
(millions of euros)	Baseline	Pessimistic	Neutral	Optimistic
Revenue	€ 1,794.05	€ 2,029.80	€ 2,289.71	€ 2,889.34
Taxes and duties	-€ 10.85	-€ 15.57	-€ 13.85	-€ 12.27
EBITDA	€ 211.83	€ 191.48	€ 217.18	€ 341.15
Depreciation	-€ 104.25	-€ 167.90	-€ 133.05	-€ 99.14
EBIT	€ 115.03	€ 130.15	€ 146.82	€ 286.24
Net earnings	€ 56.01	€ 63.37	€ 71.48	€ 90.20



# Solutions

*Invest in production facilities in Latin America, Middle East and Africa, and Asia*

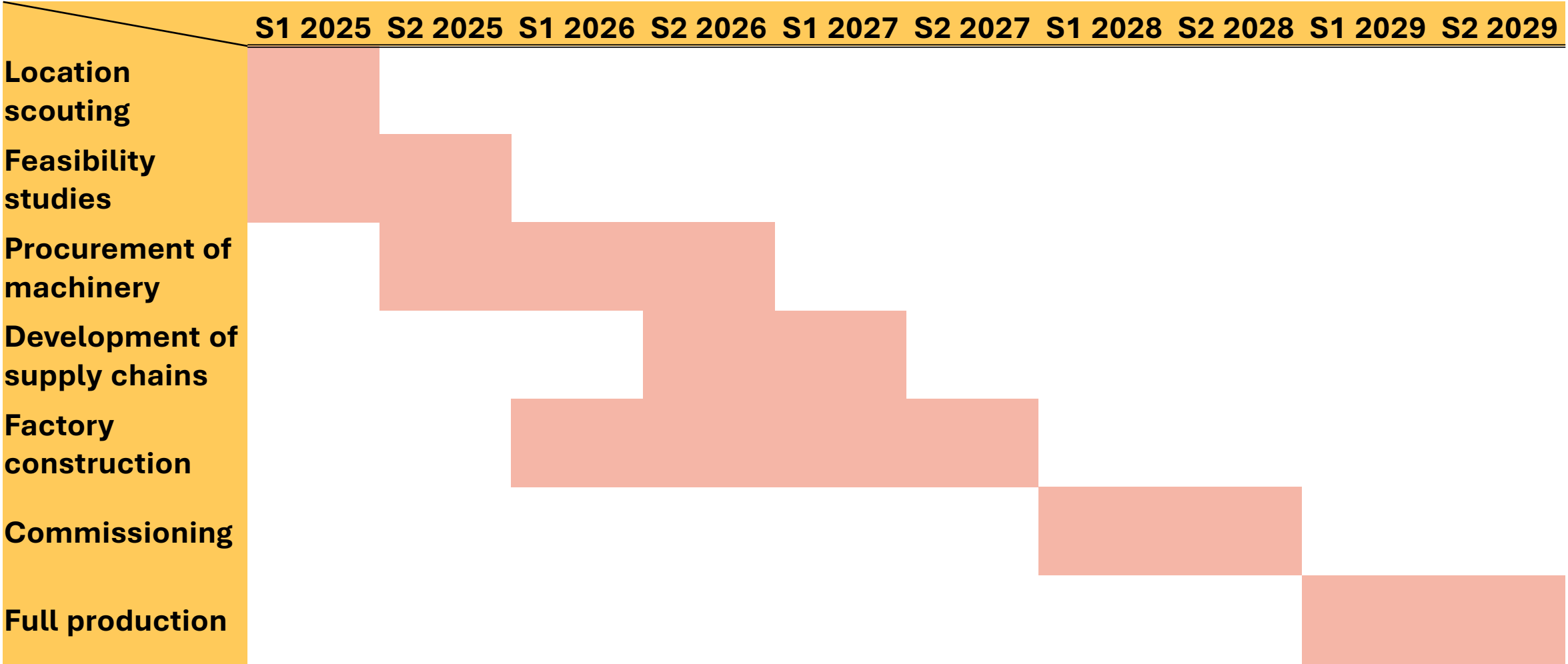
Given the threats posed by tariff wars for the next several years and low existing revenue from outside Europe and North America, LISI should aim to increase its share in other global markets.



The estimated cost for a new plant is between 5-20M €, depending on the country and specialisation of goods produced.



# Schedule



---

# LISI: Shape and Share Sustainable Links

LISI's global reputation in high-quality fasteners and assembly components support its continued growth, as seen in its double-digit revenue increases the past three years.

Net earnings are consistently strong with room to grow and reach 100M €.

Expanding production in LATAM, MENA, and ESEA will strengthen market share and provide additional revenue streams with less dependence on aerospace.

