

August 2025

Lectra is committed to sustainability

Key points from the Sustainability Report 2024

In a constantly evolving global context marked by increased demand for transparency and responsibility, the publication of Lectra's first Sustainability Report, in compliance with the European CSRD directive, is a major milestone for our Group.

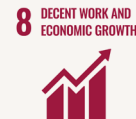


Through our Corporate Social Responsibility (CSR) strategy, we are committed to making Lectra a model of transparency and ethics, participating in the preservation and protection of the planet, providing all our employees with a rewarding and fulfilling work environment, and giving future generations the tools they need to become leaders in their field.

In 2024, we conducted our first double materiality assessment, in compliance with CSRD requirements. This meticulous approach allowed us to identify the most significant Impacts, Risks and Opportunities (IROs) for our business, our stakeholders, and our ecosystem. Each of these IROs is detailed in the Sustainability Report, and highlights the areas of action where we are concentrating our efforts.

The purpose of this summary document is to provide a clear and accessible overview of the challenges identified, the commitments made, and the progress achieved. It reflects our genuine commitment to integrating sustainable development principles into the heart of our corporate strategy and presenting transparently on the progress we have made.

Our contribution to the UN's sustainable development goals (SDG)



Double materiality assessment result

The most significant Impacts, Risks and Opportunities (IROs) for our business, our stakeholders and our ecosystem



POSITIVE AND NEGATIVE IMPACTS



MATERIAL CHALLENGES FROM TWO POINTS OF VIEW



OPPORTUNITIES AND RISKS



More impactful
↓
Less impactful

key

- Social
- Environment
- Governance

Bold text: positive impacts or opportunities

Our commitments to social and environmental responsibility

We have implemented a Corporate Social Responsibility strategy that focuses on **five key areas**.

01

Respecting the highest ethical standards

- We are committed to upholding **strict business ethics**.
- We are committed to maintaining a **responsible procurement policy**.

02

Designing eco-responsible offers

- We are committed to **eco-designing our offers**.
- We are committed to providing our customers with products and services that allow them to **reduce their environmental impact**.
- We are committed to **offering safe, accessible and easy-to-use solutions**.

03

Promoting an inclusive, diverse and vibrant work culture

- We are committed to **offering equal opportunities to all** and have a zero-tolerance policy toward discrimination and harassment.
- We are committed to **fostering a work environment** that encourages employee engagement.
- We are committed to **promoting a healthy work-life balance**.
- We are committed to **developing talent, team expertise, and professional careers**.
- We are committed to **ensuring the health and safety of our employees**.

04

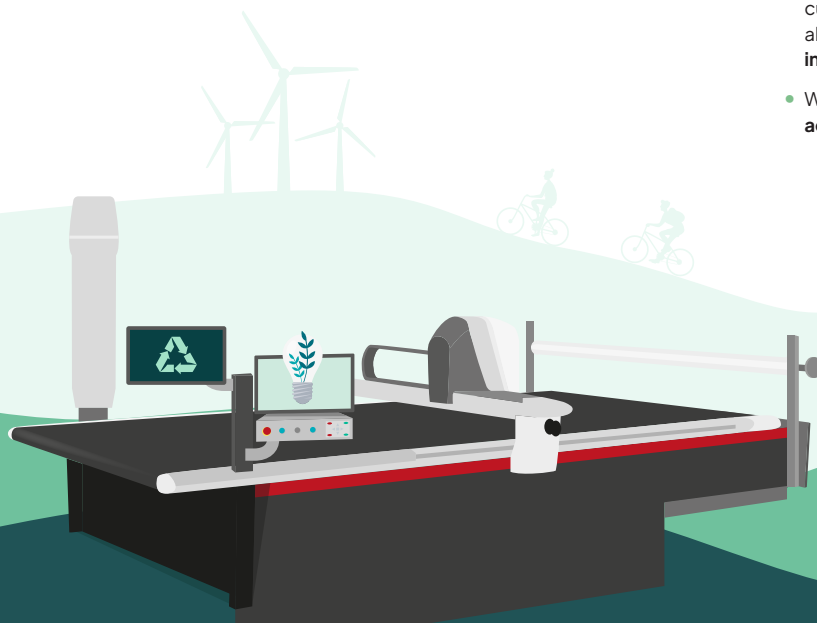
Reducing the environmental footprint of our activities

- We are committed to **minimizing the impact of our activities on the environment**.

05

Providing support for the next generation

- We are committed to sharing our knowledge, expertise and solutions to help future generations **develop their professional skills and employability**.





01

Respecting the highest ethical standards

Set an example and demonstrate a strong sense of responsibility.

We are committed to upholding strict business ethics

Our business conduct must always remain ethically irreproachable. To this end, we established a solid governance framework many years ago,, ensuring that our business practices comply with the highest standards.

In 2018, we set up a **robust anti-corruption program**, based on three key tools:

- A **code of conduct** defining expected behaviors;
- An **internal whistleblowing procedure** allowing any employee to report any serious violation of the principles and values in the code of ethics;
- An **annual training and awareness program** on business ethics for employees.

Our, recently revised, code of ethics reflects our commitment to act with **integrity, honesty, and transparency** in all circumstances.

This code of ethics formalizes the Group's policy around its fundamental principles, such as integrity and business ethics, which guide all daily interactions. It also includes our commitment to respecting the environment and promoting social responsibility, including the protection of employee rights. More broadly, it ensures that our practices have no negative impact on human rights.



We are committed to sustaining a responsible procurement policy

As part of our 4.0 strategy, we rely on a solid network of suppliers essential to our success, with whom we share fair practices and maintain long-term, balanced relationships.

Purchasing activities are driven by specialized teams using established processes that ensure a high level of overall performance, from sourcing products or services to ordering and delivery.

This responsible purchasing policy, in place for several years now, aims to **promote** innovation, **ensure** premium products and services in line with the 4.0 strategy, **satisfy** customer demand, **reduce** social and environmental risks and impacts, **improve** economic performance, and **enhance** the quality and efficiency of supplier relationships.

Enhanced cybersecurity

We are extremely committed to strengthening our fight against cybersecurity risks, particularly cyberattacks on our information systems, omnipresent in the environments in which both our customers and ourselves are evolving.

Planned from 2023 to 2025, the cybersecurity roadmap includes ten thematic areas that encompass formalization actions, operational protection measures, and improvements to existing initiatives.

To facilitate the implementation of the cybersecurity plan and ensure deadlines are met, monitoring committees have been established.

As of 2025, the results of the cybersecurity plan will be included in the sustainability report, reviewed by the Sustainability Committee, then by the Audit Committee, before being validated by the Board of Directors.

2024

Over 90% of suppliers sign the Charter for Responsible and Sustainable Purchasing

2022

A new phase with the Charter for Responsible and Sustainable Purchasing

- A new charter stricter than the previous one in terms of ethics
- Goals and compliance expectations for suppliers and their partners
- Indicators in monitoring
- Implementation initiated in 2023

November 2021

The RFAR charter is signed (Supplier Relations & Responsible Purchasing Charter)

- Lectra demonstrates its commitment to exemplary behavior by adhering to the 10 commitments outlined in the document and reinforces its win-win collaborative relationship with its suppliers.
- The Group strengthens its ethical requirements with its industrial suppliers.

2011

Creation of a Responsible Purchasing Charter

- In this document, Lectra outlines its sustainability policy to its suppliers and providers through several key commitments.

A hand holding a green pen points to a central infographic on a desk. The infographic features a large green circular arrow with 'ESG' in the center, surrounded by icons for Environment, Social, and Governance. Other documents on the desk include 'ESG: Societal', 'Circular Economy', and various charts and graphs. A large, semi-transparent number '2' is overlaid on the scene.

2 Designing eco-responsible offers

By relying on the principles of Industry 4.0, we enable our customers to improve their environmental impact primarily by reducing material consumption.

We are committed to eco-designing our offers

Sustainability is at the heart of our concerns, from the initial phases of developing our solutions to the end-of-life of equipment.

In accordance with our strategic 2023–2025 roadmap, we have integrated **a dedicated eco-design team within the R&D teams**.

An eco-design approach requires the analysis of all types of impacts generated from manufacturing to equipment use that can affect our ecological footprint.

The environmental impacts of our solutions have thus been identified, quantified and minimized, with the **aim of continuous improvement**.

→ Optimize the energy consumption of our equipment

We ensure to reduce the environmental impact of our solutions by optimizing their energy consumption, weight and dimensions.

→ Prioritize environmentally friendly transportation

We ensure that the transportation phase is as respectful of the environment as possible. To reduce our CO₂ emissions, we consolidate deliveries, select the lowest-carbon itineraries and prioritize maritime shipping.

→ Increase the lifespan of our equipment

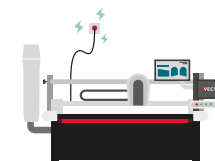
We systematically submit each new generation of equipment to a life cycle assessment (LCA). Life cycle assessments already conducted have been based on an average 13-year lifespan for cutting equipment. This lifespan is set to increase with the new generations of equipment.

The integration of these principles into all R&D programs enabled the launch of the first eco-designed products on the market in 2023.

Three key objectives have been defined in the eco-design process



Reduce the environmental impact of the design and manufacturing of our equipment by optimizing the design and minimizing the resources used.



Reduce the impact associated to the use of our equipment by customers, by developing solutions that promote energy efficiency and reduce greenhouse gas emissions.



Promote sustainable management of equipment at the end of its operational life by facilitating their recycling or reuse to reduce waste.

We are committed to providing our customers with products and services that enable them to reduce their environmental impact

For over 50 years, we have been providing our customers with products and services that allow them to reduce their environmental impact, mainly by **reducing material consumption**, but also by ensuring the **traceability of the materials** purchased by the textile industry.

Reduction of textile waste thanks to our offers

Through our intelligent digital solutions designed to help fashion, automotive and furniture companies save material, the impact of our solutions is measurable at every stage of the product life cycle.

→ Prototyping optimization

Software solutions for the creation, patternmaking and life cycle management of high precision products used for digital product validation.



→ A cutting process that takes into account the complexity of the garment

Solutions that adapt to each type of fabric, pattern or cutting volume.



→ Data utilization for more eco-friendly fashion

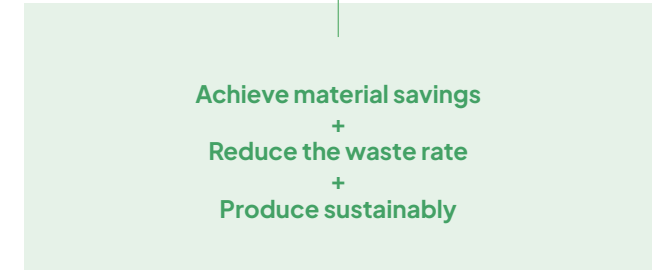
Automated systems and real-time data analysis that contribute to reducing excess inventory and provide a better response to market demands.



→ Solutions adapted to the automotive and furniture sectors

Digital leather cutting solutions with zero buffer space between parts, specifically designed for the automotive industry.

Solutions that allow for on demand manufacturing for furniture, for greater product customization and to avoid unsold stock.



Traceability of materials purchased by the textile industry

Traceability is a key step to a more sustainable approach. With reliable real-time data at each step of the value chain, brands can align themselves with consumer expectations regarding sustainability and quickly adapt to constantly evolving regulatory demands.

→ Technology for traceability

The TextileGenesis cloud solution offers a reliable and secure mapping throughout the life cycle of a material. It facilitates traceability and transparency.

→ Fibercoins™, a TextileGenesis technology

A technology that guarantees unprecedented levels of reliability in supply chain traceability and transparency.

→ A strong link with ESG standards

In accordance with ESG standard requirements, TextileGenesis enables brands and distributors to verify the social and environmental sustainability of their suppliers.

By end of 2024, nearly **2 billion products** had been traced on the TextileGenesis platform, used by more than **100 brands worldwide**, resulting in an unprecedented level of traceability.



We are committed to providing safe, accessible and easy-to-use solutions

Protection of clients' intellectual property against the risk of cyberattacks

To strictly limit the risk of our customers experiencing intellectual property leaks or alterations, we take care to strengthen the cybersecurity of our solutions through multiple measures.

→ Strictly controlled access

Access to sensitive data is limited to a restricted team, where actions are tracked and temporary access can only be provided for the purpose of analyzing specific malfunctions.

→ Intellectual property protection

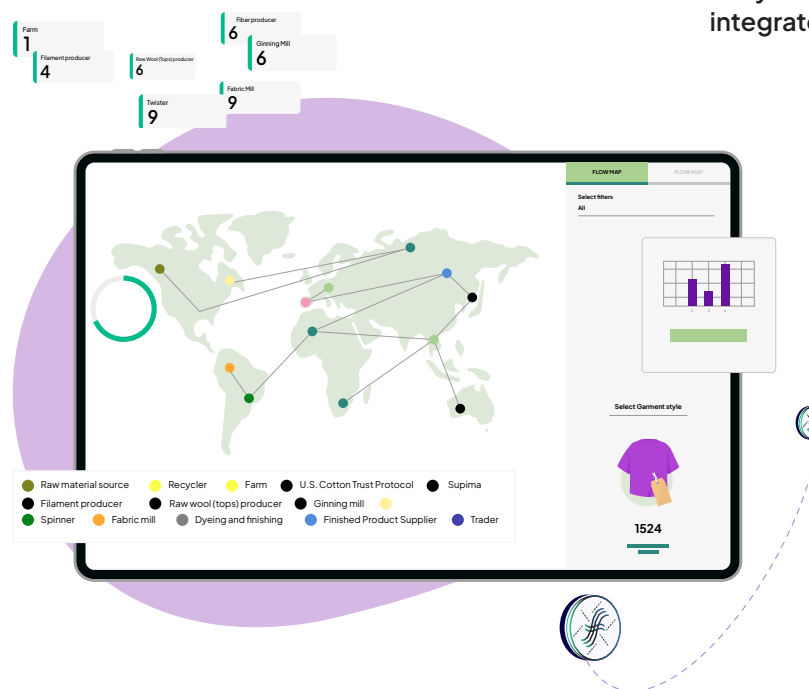
Our cutting equipment is fitted with specific encryption methods that are regularly audited by external organizations.

→ Subcontractor and supplier monitoring

Our suppliers and subcontractors are included in the cybersecurity approach through an in-depth evaluation of their level of protection.

→ Teams are trained in secure development best practices.

→ Daily security protocols for software, whether integrated or connected to the equipment.



Over **90%** of the main ESG and industry organizations have signed exclusive strategic partnerships with TextileGenesis

User exposure to physical and health risks when using Lectra equipment

To ensure operator safety, we are developing, in collaboration with the R&D teams, equipment with highly effective safety systems.

→ Equipment with movement detection systems

Our cutters include a motion detection radar that instantly stops the cutting process in the event of dangerous user behavior. This system has been offered as standard or optional on equipment since 2018.

→ Lectra, the first manufacturer to be granted "EC type" certification

At the end of 2023, after two years of innovation in collaboration with INERIS, we obtained "EC type" certification for the motor control of our future systems, guaranteeing their compliance with safety standards.

→ The support of our technical experts

Our technical experts ensure the installation, start-up, maintenance and user training at customer sites, including all safety regulations as well as regular audits of the facilities.

→ Certified equipment that complies with international regulations

All are in compliance with European Machinery Directive 2006/42/CE, allowing them to be exported to all continents.

→ Inclusion of customer safety feedback

For continuous improvement of safety, customer feedback is handled by the compliance team, which makes suggestions for improvement to the R&D team during upcoming product line development projects.

→ Equipment accessible to all

We are committed to making our equipment accessible to all types of users. Our approach benefits from in-depth attention to ergonomics and ease of handling, with a user interface in multiple languages, accessible to the visually impaired and usable by the illiterate thanks to pictograms.





Q3

Promoting an inclusive,
diverse and vibrant
work culture

U We create a safe work environment where employees all over the world can express their full potential, flourish and contribute to society.

We are committed to providing equal opportunities to everyone and enforce a zero-tolerance policy on discrimination and harassment

We are an **inclusive company** and we value **diversity**. We also place great importance on **gender equality**. According to the criteria applicable in France today, Lectra's professional equality index score is 98/100.

Our expanded Code of Ethics now includes additional training for new principles such as **the fight against harassment and non-discrimination**.

We are committed to fostering a work environment that is conducive to employee engagement

Since 2021, we have been giving a voice to all Group employees with the implementation of the **Your Voice** annual survey, which is used to collect their concerns and offer them a channel for free expression. In 2024, 85% of employees responded, with a team engagement rate of **60%**. At the end of this survey, the teams developed and implemented action plans contributing to individual engagement.

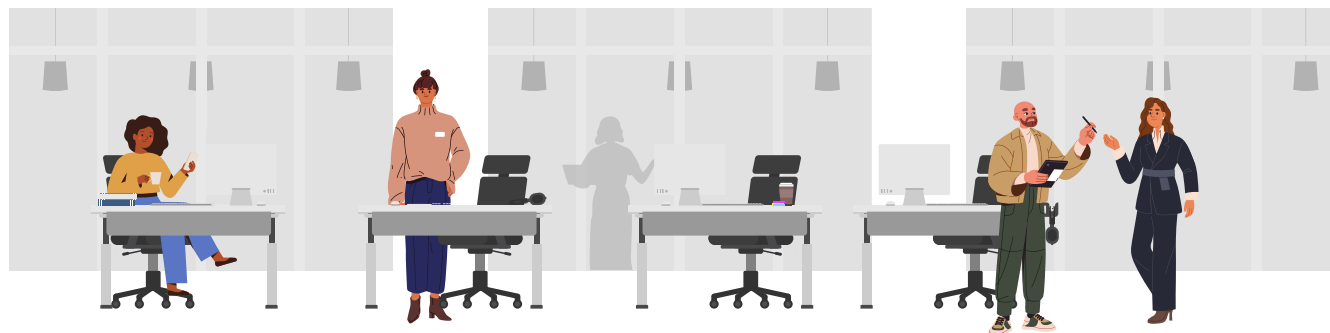
A strong and unifying shared culture

The 3,000 employees of the Group, spread over 100 countries, naturally have different benchmarks and behavioral reflexes.

The success of integrating new entities begins with organizational alignment across the entire Group. A strong and unifying shared culture must support all transformation efforts, whether business or operational

Culture book, a concrete application of values

Finally, a **Culture Book** will come out in 2025. Through testimonials, quotes and stories, it will describe how these values are concretely reflected in daily practices.



"The Lectra Way" reference system as a common framework

To promote this culture, a unique reference system, The Lectra Way, has been deployed worldwide. It defines a set of values and managerial practices that embody the culture we want to promote and forms the framework for all human resource processes that shape the lives of our employees.

The ambassadors, actors for cultural transformation

In 2024, **90 volunteer ambassadors** were tasked with promoting the new culture in all regions of the world. United, commissioned, prepared and influential, they represent all parts of the organization and are behind several experimental initiatives.

Integration and collaboration following acquisitions

Since 2017, we have been pursuing an ambitious acquisition policy by integrating companies of different geographic origins, sizes, and areas of expertise and technology. Guided by a dedicated team, the integration processes aim to encourage knowledge-sharing as well as the creation of synergies.

By offering a clear view of the integration phases and future opportunities, this approach stimulates new employee commitment and fosters collaboration among teams.

We are committed to promoting a good work-life balance

We want to ensure the well-being of our employees, both inside and outside of the company. Special attention is given to the balance between the private and professional spheres of our employees.

In 2022, we established a policy encouraging **remote work** in France and several other countries.

A "right to disconnect" agreement signed in France is currently being rolled out within the Group in the form of a dedicated charter.

The annual engagement survey, **Your Voice**, helps identify areas for improvement and develop tangible solutions for achieving this balance, which directly contributes to team performance and engagement.

Over **3,000**
collaborators spread across
more than 100 countries



We are committed to developing team expertise and professional careers over the long term

Attraction, skills development, and employee succession

We firmly believe in the potential of our employees. We therefore encourage them to advance in their careers and develop their knowledge and skills so they can evolve within the Group.

→ A perfect mastery of offers and technologies

Developing team performance and skills, valuing long-term career development, and retaining talent are essential in a high-tech environment.

→ Dedicated programs

Various integration, training and support programs have been developed to enhance employee expertise.

→ Opportunities for personal development

We offer many personal development opportunities, enabling our employees to take control of their own development plans while benefiting from the Group's support.

Transformation of Lectra's sales team

To offer our customers technological solutions with high added value, it is essential to master new solutions related to Industry 4.0 (cloud, big data and artificial intelligence), areas that are still new to our sales teams.

To address this, we regularly analyze the performance of our sales teams, specialize them by product lines, develop technical sales teams, and strengthen our relationships with customers.

We are committed to guaranteeing the health and safety of our collaborators

We do everything we can to ensure optimal working conditions that provide employees with a **high-quality working environment** conducive to collaboration, well-being, and performance.

The health and safety of each person are also at the heart of our concern, with particular attention given to the Group's industrial sites.

In 2024, no serious work accidents occurred, and no occupational illnesses were recognized.





04

Reducing the environmental
footprint of our activities

We embody a virtuous and resilient industrial model and act daily to limit our environmental impact while integrating newly acquired companies.

We are committed to reducing the impact of our activities on the environment

We have already taken several steps to limit the impact of our activities on the environment, particularly by implementing an environmental management system.

We are working to reduce our greenhouse gas emissions and our water and energy consumption, to minimize and reuse our waste, to limit single-use plastics in our logistic operations, and to make our business travel more environmentally friendly.

Climate strategy

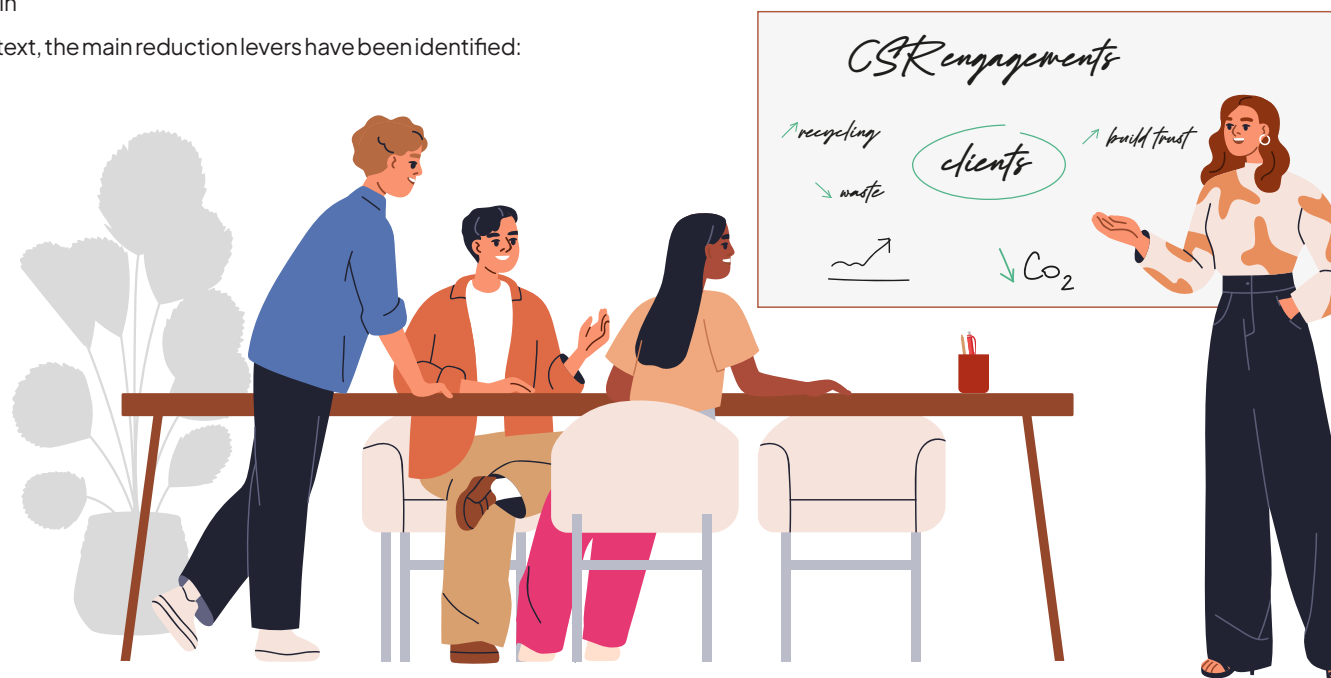
Aware of current climate challenges and the significant impact of the textile industry on greenhouse gas emissions, we are doing our part in the efforts that need to be made to reduce the sector's environmental impact.

→ Action plan and reduction levers

With the ambition to achieve our greenhouse gas reduction targets by 2030, we have defined a **structured plan of action focused on two main axes:**

- support our customers in their ecological transition by offering innovative solutions capable of reducing the environmental impact of their products at each phase of their life cycle
- decarbonize all our activities throughout our value chain

In this context, the main reduction levers have been identified:



→ **Scope 1**

Reduce gas consumption in buildings and transition part of the vehicle fleet to 100% electric vehicles;

→ **Scope 2**

Reduce electricity consumption in buildings and produce or purchase renewable energy;

→ **Scope 3**

Reduce the environmental impact of solutions introduced to the market through eco-design, freight optimization and goods procurement.

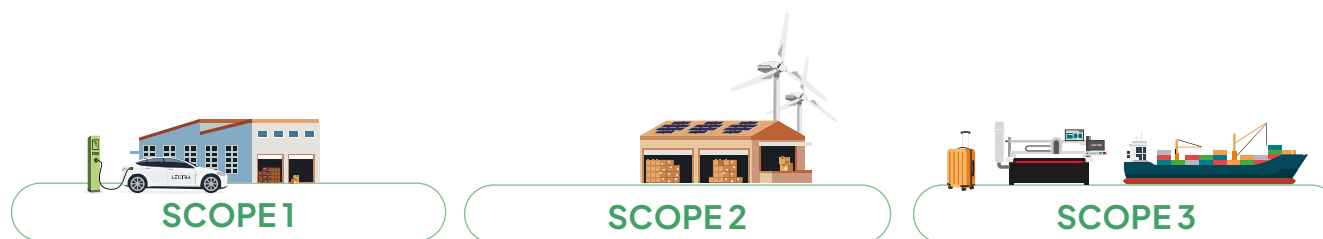
This climate action plan requires everyone's participation and therefore includes an awareness component, which has been the subject of several significant actions in 2024.

Optimize waste production and recycling

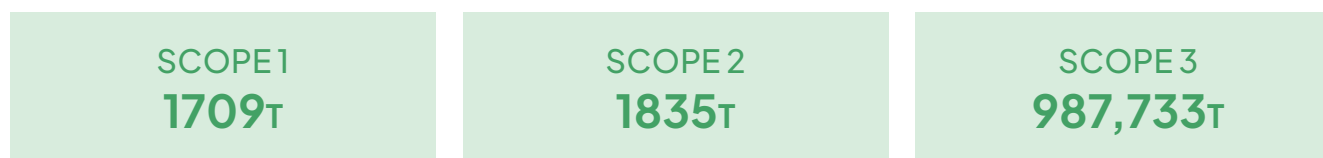
Within the scope of our environmental policy, the purpose which aims to optimize resource use by prioritizing a circular economy, we have implemented an ambitious action plan to reduce our waste production.

This plan focuses on the industrial perimeter, where waste reduction during production phases is an integral part of the eco-design policy. The waste is essentially made up of packaging cardboard and plastics, as well as various textiles used for cutting tests.

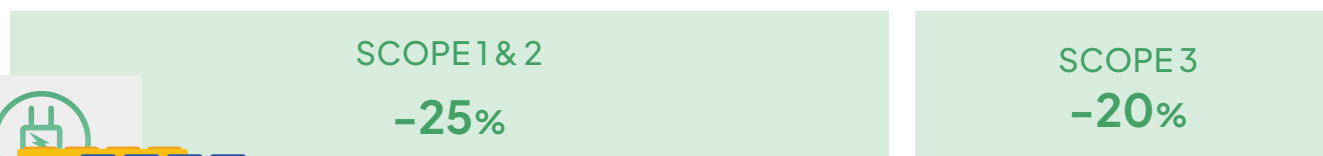
To date, the data concerning the different recovery channels (aside from recycling) and end-of-life options are not available. We are therefore committed to improving this aspect in the coming year.



YEAR 2022



OUR REDUCTION GOALS BY 2030



A fashion design studio wall covered in sketches, photos, and fabric swatches. A person's hand is pointing at a piece of fabric. The wall is a collage of fashion-related items: photographs of models in various outfits, technical line drawings of clothing items like shirts, sweaters, and trousers, and small pieces of fabric in different colors and textures. The overall atmosphere is creative and professional.

Providing support for
the next generation

We are contributing to the training of the next generation of fashion professionals.

We are committed to sharing our knowledge, expertise, and solutions to help future generations develop their professional skills and employability

Over the last thirty years, we have shared our expertise and our solutions with schools and universities throughout the world to give students a better understanding of the fashion industry and support them as they move into their professional lives.

Our vision, in an ever-evolving society, is that the future of students should be a responsibility shared by those in education, as well as fashion and technology companies.

We therefore wish to leverage our technological leadership to support the development of future professionals in a fashion industry undergoing significant and future transformations.

—
around 2,000 schools
in 2024 taught classes based on our technologies (amounting to over 130,000 licenses)



LECTRA

We pioneer. You lead.