Lectra, a committed player in sustainability

2025 Progress Report

LECTRA

"In a context of accelerating sustainability challenges, Lectra reaffirms its ambition to be a responsible and exemplary player. Since joining the United Nations Global Compact in 2023, we have been committed to upholding its ten founding principles and actively contributing to the Sustainable Development Goals. This year, we are taking a new step by structuring our commitments around Transformation, Talent and Transparency: they guide our actions and strengthen our role as a sustainability facilitator with all stakeholders."



Daniel Harari
Chairman and Chief Executive Officer

Since the Lectra Group was founded in 1973, we have been acting as a socially responsible and environmentally conscious company. This commitment is reflected first and foremost in our core business: for more than 50 years, we have been providing our customers with technologies, products and services that help them reduce their environmental impact, in particular by reducing material consumption.

The Group's ambitions, detailed in our 2026–2028 strategic roadmap, aim to continue our transformation by aligning technological innovation, development of offers and internal culture with sustainable performance objectives. With this in mind, we have structured our sustainability commitments around three key pillars: **Transformation, Talent and Trust.**

These pillars, aligned with the **Sustainable Development Goals (SDGs)**, form the foundation of our actions. They guide us in supporting the responsible transformation of our activities, as well as those of our customers, providing all our employees with a fulfilling work environment, and building relationships based on trust with all our stakeholders.

This 2025 progress report is an opportunity to share the concrete progress made this year, as well as to reaffirm our commitment to sustainability.



Our sustainability commitments

We are committed to conducting our activities in a way that respects the environment and its stakeholders, with strong ambitions around sustainability.

In line with our 2026-2028 strategic roadmap and its material impacts, risks and opportunities (see below), our sustainability commitments are centered around three main pillars:

→ **Transformation**

→ **Talent**

→ **Trust**

By fostering transformation, developing talent, and cultivating transparency and trust, we empower industry leaders and build positive working relationships. Driven by our culture of progress and our openness to change, we put technology and innovation at the service of today's challenges and ensure long-term resilience.

Transformation

We empower leaders in fashion, automotive, and furniture through advanced technologies, artificial intelligence and data-driven insights to meet sustainability objectives—while applying the same principles within our own operations.

Customers: Our industry-leading solutions reduce material waste, strengthen traceability, and harness data-driven intelligence to support customers in lowering their environmental impact and advancing their sustainability commitments.

Technology: Our AI-powered technologies are at the core of our products and services. We develop our offers by applying eco-design principles that deliver safe, accessible, and easy-to-use solutions while minimizing environmental impact at every stage

Climate and impact: Our proactive measures reduce emissions across our locations while fostering awareness and accountability among employees.

Talent

We promote a collaborative culture, prioritize shared values, and invest in continuous learning and transformation to prepare our teams for the future.

Attractiveness: Our goal is to be an employer of choice, and a source of inspiration and support for future fashion professionals.

Culture: Our strong, unified culture—the Lectra Way—supports the integration of new teams while accelerating the Group's transformation.

Development: Our continual investment in talent and career development equips our people with new skills—including SaaS and AI—enabling them to adapt, innovate, and lead in a rapidly evolving environment.

Trust

We uphold the highest ethical standards, ensure robust cybersecurity, and foster a responsible business ecosystem through strong partnerships.

Ethics: Our commitment to ethics and accountability guides everything we do, ensuring that each action reflects our values and earns trust.

Cybersecurity: Our solutions are built with security at the core, protecting our customers' data. We continually improve cybersecurity to safeguard the integrity of our operations.

Ecosystem: Our integrity extends to the partners we choose. We work closely with suppliers who share our dedication to responsible, ethical practices.

Our Sustainable Development Goals (SDGs)

Through our sustainability commitments, we actively contribute to the Sustainable Development Goals (SDGs) defined by the United Nations.

TRANSFORMATION



Lectra designs ever safer equipment, in compliance with the most demanding standards, in order to provide users with safe production environments and reduce industrial risks.



Lectra promotes sustainable economic evelopment by modernizing and securing production lines to boost industrial performance.



Lectra is accelerating the transformation of the fashion, automotive and furniture industries, through its advanced technologies, and especially its software solutions incorporating AI and automation The company is therefore contributing to improving the modernization and competitiveness of industrial infrastructures.



Lectra is helping to make value chains more transparent, responsible and sustainable, through its TextileGenesis traceability platform, the eco-design of its solutions and the development of products that allow its customers to reduce their ESG impact.



Lectra is helping to mitigate climate change and speed up the transition to a more sustainable and resilient industry by improving the energy efficiency of its equipment, making thoughtful eco-design choices and reducing the environmental impact of its own operations.

TALENT



Lectra is committed to providing safe, healthy and protected working conditions for all its employees. Employee well-being is a key factor of its appeal and performance.



Lectra is contributing to developing the essential skills of tomorrow, by training future generations through programs dedicated to the fashion sector and textile innovation. In this way, the company is strengthening the employability and professionalization of young talent.



Lectra works to promote gender parity at all levels, including within managing bodies. The ambitious goals reflect a desire to ensure equal opportunities.



The company promotes professional fulfilment through skills development, internal mobility, inclusion, stimulating work environments and the promotion of a work-life balance. This approach boosts attractiveness, employee loyalty and commitment, which helps drive sustainable growth.

TRUST



Lectra promotes mental health, psychological well-being and the prevention of stress and psychosocial risks through its code of ethics, which applies to all the Group's stakeholders.



Through its Code of Ethics and Responsible Purchasing Charter, Lectra protects fundamental rights at work throughout its value chain, combats forced labor and child exploitation, guarantees safe and fair working conditions, promotes non-discrimination and a working environment based on respect, integrity and dignity.



Lectra secures and ensures the reliability of its entire value chain, through its responsible purchasing policies, rigorous sourcing of raw materials, strengthened cybersecurity and personal data protection policies.



Lectra strengthens its responsible governance through its Code of Ethics, which sets reinforced standards of integrity, transparency, and the prevention of corruption and fraud, thereby fostering exemplary practices across its entire value chain.

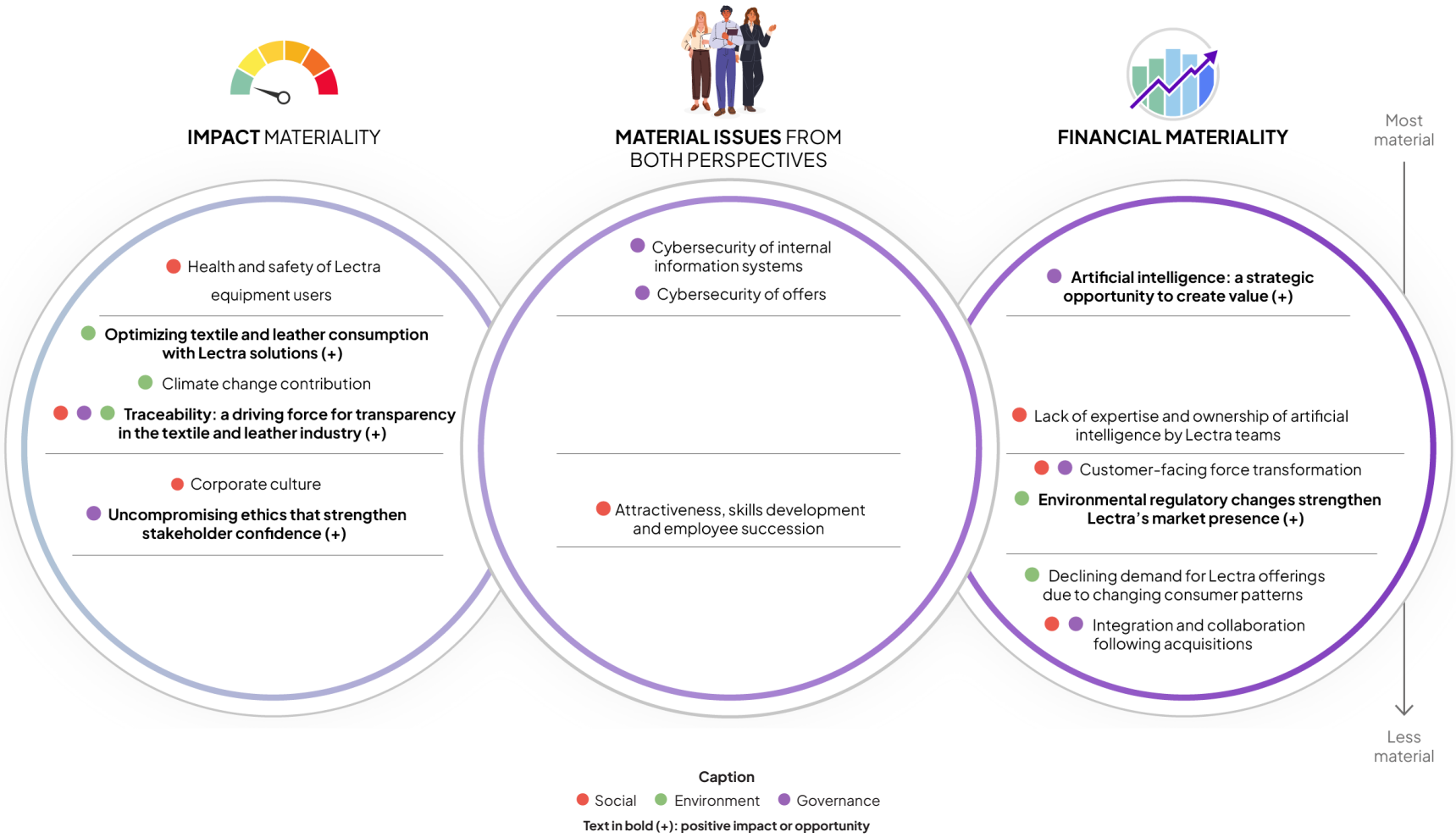


Lectra is reinforcing its contribution to this SDG by engaging in structured dialogue and active collaboration with all its stakeholders, in order to jointly develop sustainable actions and to advance together towards the sustainable development goals.

Double Materiality Analysis Result

Since 2024, we have been performing a double materiality analysis, in accordance with the requirements of the CSRD. This structured approach makes it possible to identify the most significant impacts, risks and opportunities (IROs) related to our activities, taking into account the environmental, social and governance dimensions, in the short, medium and long term.

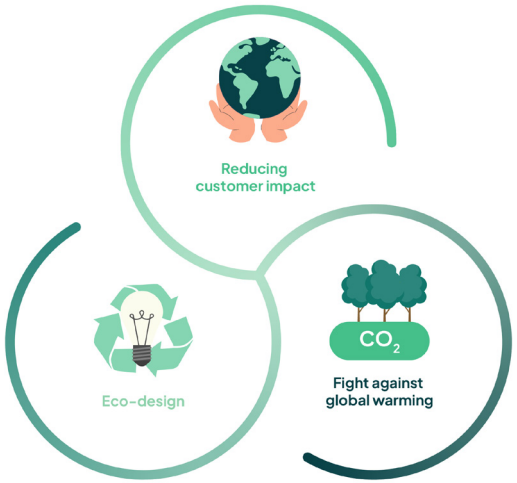
Based on value chain mapping and an analysis of internal and external stakeholders, this assessment highlights priority sustainability issues, which are the cornerstone of our commitments and actions.





Transformation

We empower leaders in fashion, automotive, and furniture through advanced technologies, artificial intelligence and data-driven insights to meet sustainability objectives—while applying the same principles within our own operations.



Environmental Policy

Customers

Our industry-leading solutions reduce material waste, strengthen traceability and harness data-driven intelligence to support customers in lowering their environmental impact and advancing their sustainability commitments.

We provide our customers with innovative solutions designed to meet the specific challenges faced by players in the fashion, furniture and automotive industries. Tailored to the challenges of each sector, our Manufacture offer combines SaaS software, cutting equipment, services and AI data analysis to digitize, automate and manage the entire production process. It enables our customers to increase their productivity, reduce waste, and remain competitive in a constantly evolving market.

In the fashion sector, our offer supports our customers at every stage of their products' lifecycle to promote more responsible practices, from design and production to sales.

Supply chain traceability to ensure transparency and reliability of material flows and partnerships

The TextileGenesis solution helps trace raw materials and provide brands with clear and verifiable visibility into their origin, to ensure ethical and sustainable supply chains that align with growing consumer expectations and comply with increasingly stringent environmental regulations. Our customers can also gain visibility into the social practices of their suppliers, including those furthest down the chain (lower tiers), where the risks of human rights violations are highest.

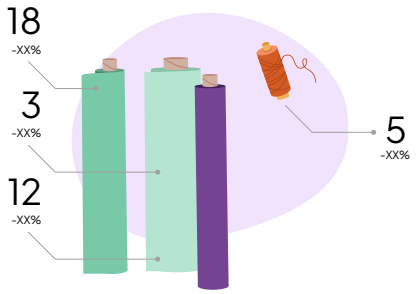
Optimization of material consumption thanks to:

→ Better product decisions

We offer a comprehensive range of solutions designed to help our customers optimize their material consumption across the entire value chain and make relevant, eco-responsible, data-driven decisions.

→ Optimized manufacturing process

For fashion players, the manufacturing phase of a garment is a major lever for reducing materal consumption and the environmental footprint of products. The optimisation of cutting operations is decisive for reconciling efficiency, sustainability and profitability. This phase alone can account for up to 71% of a product's greenhouse-gas (GHG) emissions. To meet these challenges, our Valia Fashion solution digitizes and automates cutting workflows to reduce fabric and energy consumption. Fabric consumption is adjusted to the bare minimum, thereby limiting fabric scraps and waste.



→ Better marketing decisions

Beyond manufacturing, marketing decisions also influence the environmental footprint of collections. A well-thought-out strategy regarding product, pricing, positioning, and promotion can help reduce unsold items, returns, and unnecessary shipping.

ACHIEVEMENTS 2025

4 bn
PRODUCTS TRACED
in TextileGenesis

+90 %
OF ESG STANDARDS
are integrated into TextileGenesis

€3 m
INVESTED IN R&D
for savings on materials

Technology

Our AI-powered technologies are at the core of our products and services. We develop our offers by applying eco-design principles that deliver safe, accessible, and easy-to-use solutions while minimizing environmental impact at every stage.

Artificial intelligence as a strategic opportunity to create value

At Lectra, the integration of AI into offers is not new: these technologies have been used for years in the Group's solutions to support customers and meet or even anticipate their growing needs. Today, recent advances in artificial intelligence allow us to go even further, by developing ever more efficient and innovative solutions. The integration of AI technologies makes it possible to **improve the performance and operational efficiency of our solutions, automate complex processes, provide advanced analytics, and personalize the user experience.**



Eco-design at the heart of the development of solutions

Since 2023, Lectra has deployed an eco-design policy that integrates environmental considerations from the earliest stages of equipment development. By integrating a dedicated team within the R&D teams, the approach has made it possible to launch the first equipment that complies with the **Group's eco-design charter.**

In line with this approach, each new generation of equipment is now subject to a Life Cycle Assessment (LCA). This helps identify, quantify and minimize the environmental impacts of equipment, in order to offer more energy-efficient solutions and reduce CO_2 emissions during their manufacture and transport.

The **End-of-life management of equipment** is also a key focus of this initiative. In 2024, we have introduced a specific indicator to measure the recyclability rate of our equipment: this stands at **84 %** for the Vector range of cutters. In 2025, we provided customers with a generic disassembly guide for our cutters, to allow them to handle this step independently.

Safe and user-friendly equipment improving working conditions for users

We are committed to making our equipment safe and accessible in order to **improve the working conditions of end-users.** All of them comply with the European Machinery Directive 2006/42/EC and come with an EC Declaration of Conformity.

We also rely on extensive work on ergonomics and ease of use, with a user interface available in several languages, accessible to the visually impaired and usable by illiterate people thanks to pictograms.

ACHIEVEMENTS 2025

84 %
THEORETICAL RECYCLABILITY RATE
of the Vector range of cutters

88 %
WASTE RECYCLED IN 2025
+14% compared to 2024

+50 %
OF RECYCLED STEEL
used in the composition of the cutters' frames

100 %
OF EQUIPMENT
are designed in accordance with the European Machinery Directive

Climate and impact

Our proactive measures reduce emissions across our locations while fostering awareness and accountability among employees.

Recognizing the current climate issues and the significant impact of the textile industry on greenhouse gas emissions, our actions aim to **reduce the carbon footprint of our activities and across our entire value chain.** The launch of a climate transition plan demonstrates the Group's long-term environmental commitment. This plan sets quantified objectives for 2030, with a **25 %** reduction in scope 1 and 2 greenhouse gas emissions and a **20 %** reduction for scope 3, compared to the 2022 baseline year. It applies to the entire Group and mobilizes our teams around a shared decarbonization pathway.

2025 ACHIEVEMENTS AND 2030 OBJECTIVES

GHG emissions (tons of CO_2eq)	Completion 2025 *(compared to 2022, reference year)*	2030 reduction objectives
SCOPE 1 & SCOPE 2	-30%	-25%
SCOPE 3	-53%	-20%





Talent

We promote a collaborative culture, prioritize shared values, and invest in continuous learning and transformation to prepare our teams for the future.



Attractiveness

Our goal is to be an employer of choice, and a source of inspiration and support for future fashion professionals.

To be a leading employer, we are implementing structuring approaches to strengthen our attractiveness and retain our employees. We work to strengthen our employer brand, optimize recruitment processes—particularly internal mobility—and enrich the employee experience.

Convinced that the future of the sector lies in the transmission of knowledge and technologies, we have been committed for more than thirty years to sharing our knowledge, expertise and solutions to help future generations **develop their professional skills and employability.**

2025 ACHIEVEMENTS AND 2028 OBJECTIVES

Indicator	2025	2028 target
YourVoice score for company image and reputation	71 %	Over 75%
Gender pay gap[1]	12 %	Under 10%
Six-month contract termination rate [2]	8 %	Under 5%
Employee engagement rate	62 %	Over 65%

[1] Indicator recalculated taking into account the average gender pay gap at the same hierarchical level in each country. Only levels with at least six women and six men were included. Members of the Executive Committee are excluded.

[2] Total number of departures in the first six months following recruitment and occurring during the reporting period (regardless of arrival date and reason for departure) divided by the total number of arrivals during the reporting period.

Culture

Our strong, unified culture—the Lectra Way—supports the integration of new teams while accelerating the Group's transformation.

Initiated in 2022, the *Lectra Way* is the foundation of the company's cultural transformation by serving as a behavioral compass for all employees. Deployed globally, this shared framework promotes **cohesion, commitment, and agility.**

The *Lectra Way* defines the managerial values and practices that guide our actions and structure our Human Resources processes. It also facilitates the onboarding of new employees, particularly in a context marked by numerous acquisitions, by creating a common language and strengthening collaboration between teams.

In 2025, several initiatives have accompanied this deployment: integration of *Lectra Way* behaviors in performance interviews, inclusion in management training, development of team rituals and awareness sessions on the feedback culture. In order to embody and promote the adoption of the Lectra culture, a global network of ambassadors has been established: by the end of 2025, it numbered 140.

2025 ACHIEVEMENTS AND 2028 OBJECTIVES

Key Performance Indicators	2025	2028 target
Proportion of ambassadors *Lectra Way* elected and onboarded out of the total workforce	5 %	5 %

Development

Our continual investment in talent and career development equips our people with new skills—including SaaS and AI—enabling them to adapt, innovate, and lead in a rapidly evolving environment.

To prepare our teams to meet the challenges of tomorrow and strengthen their employability in a constantly changing environment, we are committed to:

- **Supporting the development of employees' skills**, by investing in training to foster the development of knowledge and skills.
- **Supporting and recognizing their performance**, by establishing a regular and constructive dialogue, allowing everyone to get involved in their professional career while contributing to collective performance.
- **Developing internal talent and preparing successors for key positions in the company**, by identifying, developing and retaining talent to ensure the continuity of skills.

2025 ACHIEVEMENTS AND 2028 OBJECTIVES

Key Performance Indicators	2025	2028 target
Part of average headcount having taken at least one training course in the year	100 %	Over 95%
Part of employees having participated in regular performance reviews and career development assessments	84 %	Over 95%
Part of key positions covered by succession plans	6 %	100 %

Artificial intelligence, a lever for transformation

The integration of AI at the Group level is a key lever for transforming processes and strengthening internal efficiency. By facilitating repetitive and manual tasks, AI tools allow us to focus on high-value-added activities and gain in productivity and creativity.

AI thus contributes to changing the company's culture towards **more experimentation, agility and collaboration.**

ACHIEVEMENTS 2025

Setting up a **Project Governance** and appointment of a dedicated project director

Promotion of **Existing AI training courses** and implementation of mandatory training for all employees on security risks

Deployment of a **Secure tool** to all employees







Trust

We uphold the highest ethical standards, ensure robust cybersecurity, and foster a responsible business ecosystem through strong partnerships.



Ethics

Our commitment to ethics and accountability guides everything we do, ensuring that each action reflects our values and earns trust.

At Lectra, strict adherence to the highest ethical standards is a non-negotiable priority and guides every decision we make. To formalize our principles, a **Code of Ethics**, extending our approach far beyond the scope of business conduct alone, was distributed to all our employees in 2025, in line with the commitment made in the 2023–2025 sustainability roadmap.

It reflects our commitment to the environment and the promotion of social responsibility, including the protection of employees' rights. More broadly, it ensures that **none of our practices have any negative impact on human rights.**

ACHIEVEMENTS 2025

0
CONVICTION
for fraud or corruption

80 %
OF THE GROUP'S WORKFORCE
have attended at least one training course on ethics

Cybersecurity

Our solutions are built with security at the core, protecting our customers' data. We continually improve cybersecurity to safeguard the integrity of our operations.

We are extremely committed to strengthening our efforts to combat cybersecurity risks, in particular cyberattacks on our information systems, which are omnipresent in the environments in which we and our customers operate.

To ensure the protection of our customers' data and intellectual property, cybersecurity measures are integrated into the design of software and equipment, throughout their entire life cycle.

Scheduled from 2023 to 2025, the cybersecurity roadmap includes **ten thematic initiatives** dedicated to data protection, access management, security of offers, equipment and software, as well as raising awareness among teams.

ACHIEVEMENTS 2025

0
CYBERSECURITY INCIDENT
with a financial impact

95 %
SHARE OF THE AVERAGE WORKFORCE
that has received a training in cybersecurity[1]

[1] This refers to employees who have received at least one cybersecurity or data protection training course during the year.

Ecosystem

Our integrity extends to the partners we choose. We work closely with suppliers who share our dedication to responsible, ethical practices.

This is why our procurement policy includes responsible commitments applicable to all our suppliers and service providers.

In 2011, a responsible purchasing charter was formalized and updated in 2022. Since then, the Responsible and Sustainable Purchasing Charter has defined the ethical, social and environmental practices that we expect from our suppliers and partners. It encourages suppliers to adopt responsible practices and to favor local sourcing, reflecting our commitment to building a responsible ecosystem aligned with our values.



ACHIEVEMENTS 2025

90 %
OF PURCHASES
are covered (or aligned) by the Responsible Purchasing Charter

63 %
OF BUYERS
trained in responsible purchasing


LECTRA
We pioneer. You lead.