

# Annual Financial Report

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25

LECTRA

We pioneer. You lead.

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# Message from Daniel Harari

Chairman and Chief Executive Officer

In 2025, Lectra continued its transformation, further strengthening the solidity of its business model in a highly complex economic and geopolitical environment, marked by high volatility and an increased wait-and-see attitude among our customers.

Revenues amounted to €506.7 million, EBITDA before non-recurring items reached €79.7 million, and ARR rose to nearly €100 million, up 14%.

### A robust strategy and solid fundamentals

Lectra's fundamentals were further strengthened in 2025. Recurring revenues now account for 75% of activity, the gross profit from recurring activities covers 96% of fixed costs, free cash flow amounted to €57million and debt remained under control.

In a context where equipment investment decisions remain sensitive to uncertainty, our teams maintained a close dialogue with customers, supporting them in their projects and consolidating Lectra's position as a long-term strategic partner.

### SaaS, a key driver of long-term growth and value creation

SaaS has become Lectra's primary driver of growth and profitability. Sustained investments in research and development, particularly in artificial intelligence, cloud computing and data, led to the launch of Valia, a major and unique innovation, in 2025. Together with the Group's other SaaS offers - Launchmetrics, Kubix Link and TextileGenesis in particular - it will further strengthen Lectra's recurrence of revenues, technological differentiation and long-term value creation potential.

### 2026-2028 roadmap aligned with the Lectra 4.0 strategy

Between 2023 and 2025, Lectra has achieved decisive milestones in the execution of its Lectra 4.0 vision. The strategic roadmap for the period 2026-2028 opens a new cycle of value creation, in an ecosystem where Industry4.0 is no longer a vision, but an operational reality. Lectra's value lies in the unique combination of proven industrial solutions and SaaS models that create recurrence and differentiation.

### Profitable and long-term growth prospects through 2028

Within the framework of this roadmap, Lectra forecasts average like-for-like annual growth in SaaS ARR of around 15%, contributing to growth in revenues from recurring contracts of between +5% and +8% per year. The EBITDA margin is expected to improve by 120 to 180 basis points per year, thanks to strict control of costs, assuming stable equipment orders and revenues from consumables and parts, excluding inflation.

The trajectory reflects the Group's ambition to build profitable, predictable and long term growth;

### Further progress in Sustainability

In a context of accelerating sustainability challenges, Lectra reaffirms its ambition to act as a responsible and exemplary company. Since joining the United Nations Global Compact in 2023, the Group has committed to upholding its ten founding principles and to actively contribute to the Sustainable Development Goals.

In 2025, Lectra took a further step by structuring its commitments around Transformation, Talent and Transparency. These priorities guide the Group's actions and reinforce its role as a sustainability enabler for all stakeholders.

I hope this report provides a clear view of our performance, commitments and prospects.

**Daniel Harari**

Chairman and Chief Executive Officer

# At Lectra, we accelerate the transformation and success of our customers in a world in perpetual motion, thanks to the **key technologies of Industry 4.0**

At the forefront of innovation since its founding in 1973, Lectra provides technology solutions for industrial intelligence - combining software in SaaS mode, cutting equipment, data and associated services - to players in the fashion, automotive and furniture industries.



AI/GenAI



IoT



Cloud



Data



## Key figures for 2025\*

€ 506.7 m

revenues  
-2 % vs 2024

75%

recurring revenues

€ 89.3 m

SaaS revenues  
+14 % vs 2024

13.8% of revenues

R&D investments

€ 25.6 m

net result

€ 0.35 per share

dividend proposed for 2025

€ 360.3 m

Shareholders' equity at december 31, 2025

€ 21.3 m

net debt

## Alternative performance indicators 2025\*

€ 97.2 m

ARR  
+14 % vs 2024

96% of revenues

security ratio

€ 79.7 m

EBITDA before non recurring items

8 % vs 2024  
or 15.7 % of revenues

€ 57 m

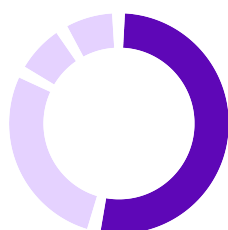
free cash-flow

\* Changes on a like for like basis

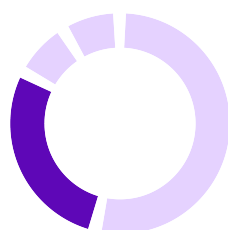
Definitions see note 2.27 to the consolidated financial statements

## Revenues breakdown

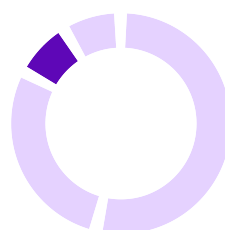
Perpetual software licenses, equipments and related softwares, and non recurring services



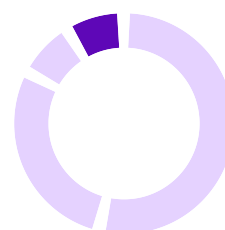
55%  
Fashion



28%  
Automotive



6%  
Furniture



11%  
Other industries  
(signage, marine, aerospace...)

## A global presence

**25,000+**

customers

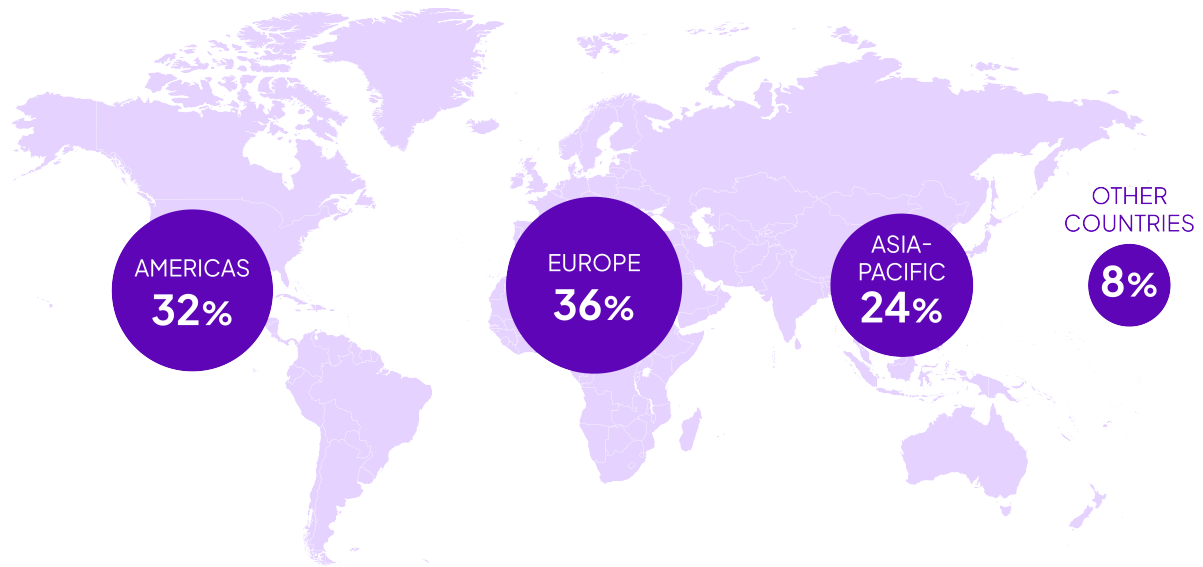
**9,000**

connected  
equipments

**93%**

of revenues generated  
out of France

## Geographical breakdown of total revenues



**100+**

countries

**78**

subsidiaries

**2,800**

employees

**12**

Expertise Centers  
Worldwide

**5**

Customer Experience  
Centers

- Atlanta
- Bordeaux-Cestas
- Milan
- Shanghai
- Tolland

**1**

Innovation Lab

- Bordeaux-Cestas

**3**

Production sites

- Bordeaux-Cestas (France)
- Suzhou (China)
- Tolland (USA)

# LECTRA

## The business model

### Values

Open-minded thinkers | Trusted partners | Passionate innovators

### Resources

#### Unique industrial and SaaS expertise

- A pioneering vision
- **13.8%** of revenues invested in R&D in 2025
- **3** production sites: Bordeaux Cestas (France), Suzhou (China), Tolland (USA)



#### Passionate employees

- **2,800+** employees
- **25%** of employees dedicated to innovation
- The Lectra Way : a shared culture aligned with the company's strategy and values



#### Strong financial position

- **75%** recurring revenue
- **96%** security ratio<sup>(1)</sup>
- Negative working capital
- Significant free cash flow



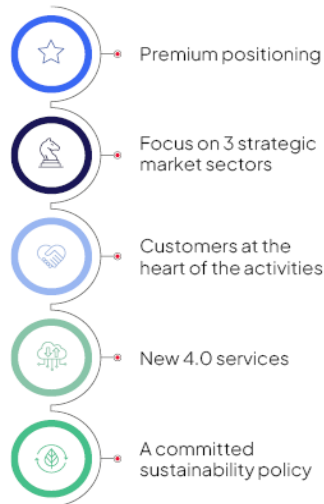
#### Rigorous governance

- **6** specialized committees within the Board of Directors
- **71%** independent directors

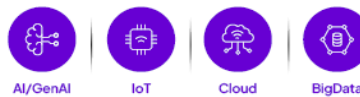


### Strategy

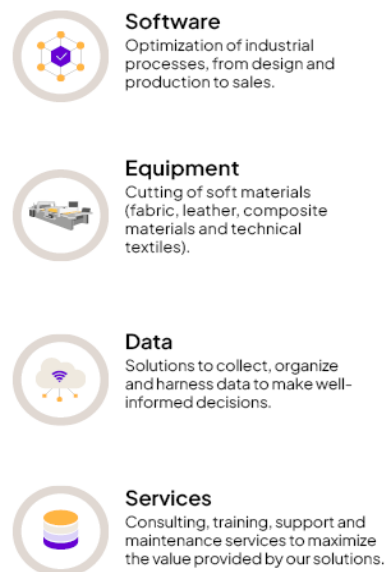
#### The 5 pillars of the Lectra 4.0 strategy:



#### 4 cutting-edge technologies:



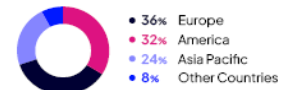
#### 1 offer combining:



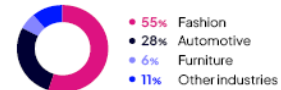
### Value creation

#### Customers

- **64%** CSAT<sup>(2)</sup>/+ 2 points vs. 2024
- Revenues' breakdown per region:



- Revenues' breakdown per market



- **ARR<sup>(3)</sup>** : €97 million

#### Suppliers

- **92%** of production suppliers are local
- **90%** of purchases comply with the responsible purchasing charter

#### Employees

- **100%** of employees trained in 2025
- **26%** of positions filled through internal mobility
- **39%** of women in the Group's management bodies, for a gender diversity rate of **43%**
- **62%** engagement rate (Source: annual Your Voice survey)

#### Shareholders

- A resilient business model
- An attractive dividend policy:  
**€0.35** per share proposed for 2025

#### Environmental impact

- Carbon footprint (Scopes 1, 2, and 3):  
**-53%** reduction in CO<sub>2</sub> emissions compared to 2022
- Offerings that enable customers to reduce their environmental impact

#### Recognition

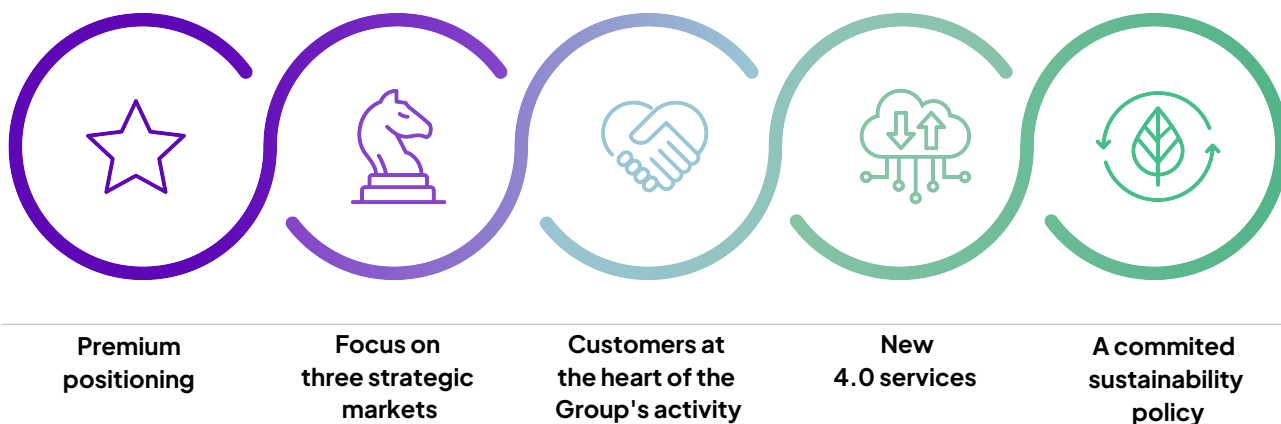


<sup>(1)</sup> Security ratio: proportion of fixed costs covered by gross margin generated by recurring revenue <sup>(2)</sup> CSAT = Customer Satisfaction Score <sup>(3)</sup> Annual Recurring Revenue

## Lectra 4.0 strategy, a long term vision

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Launched in 2017, the Lectra 4.0 strategy aims to position the Group as a **key Industry 4.0 player** by 2030 in its three strategic markets: fashion, automotive and furniture. It is based on five pillars:



Our solid financial fundamentals allow us to execute these plans with confidence:

**A diversified footprint of activities across various sectors and geographical markets** with different purchasing cycles, as well as a large number of customers worldwide

**A continued increase in recurring revenues** (75% of total revenues vs. 72% in 2024), enabling a stronger security ratio\* (96%)

**The generation of significant annual free cash flow**, exceeding net income

\* Definitions see note 2.27 to the consolidated financial statements

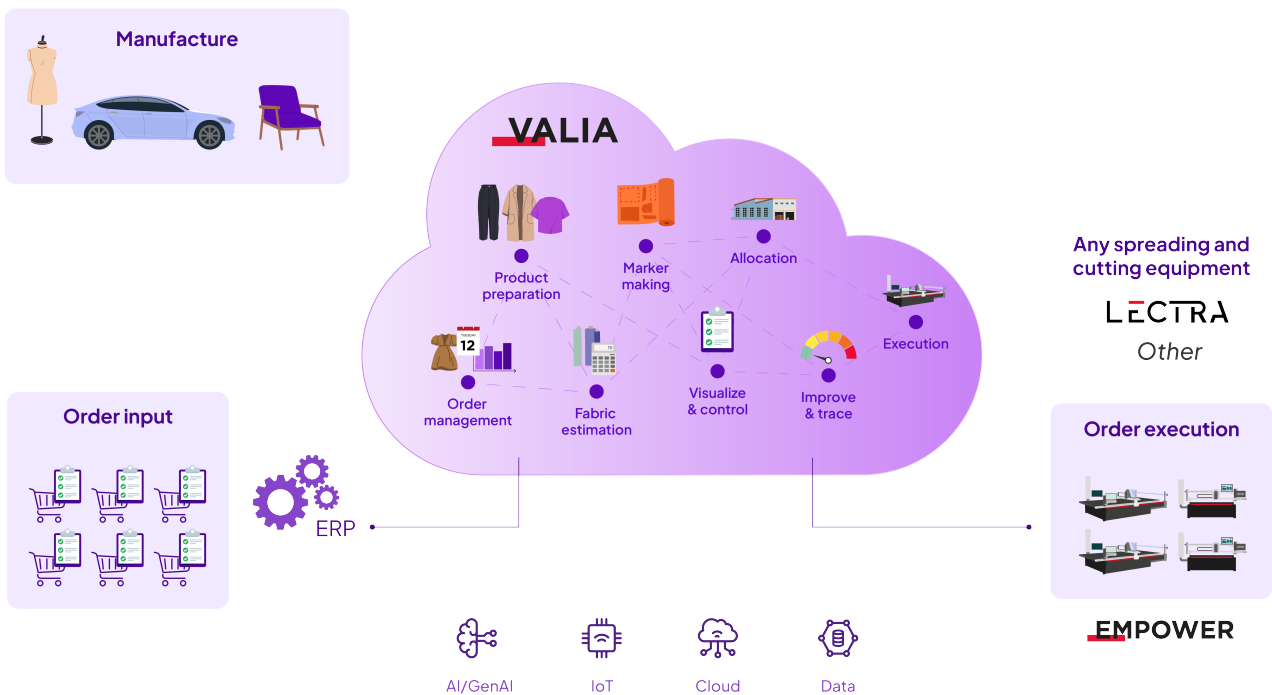
# Our unmatched offer combines industrial expertise and SaaS solutions to drive operational performance

Backed by a policy of sustained investment in R&D for several decades (including €430 million over the past 10 years) and a pioneering vision of Industry 4.0, today Lectra proposes an unparalleled offer, based on the close alliance between its industrial know-how and its intelligent SaaS solutions.

A **manufacture** offer for fashion, automotive, and furniture, combining SaaS solutions, cutting equipment, services and data-driven insights enhanced by AI.

At the heart of this transformation, **Valia** embodies our vision of a smarter and more agile industry. A revolution in production, Valia goes beyond simple execution by integrating preparation, planning, and production order allocation, enabling the digitization and automation of industrial process steps, the optimization of resources, and the acceleration of the transformation to **Industry 4.0 factory**.

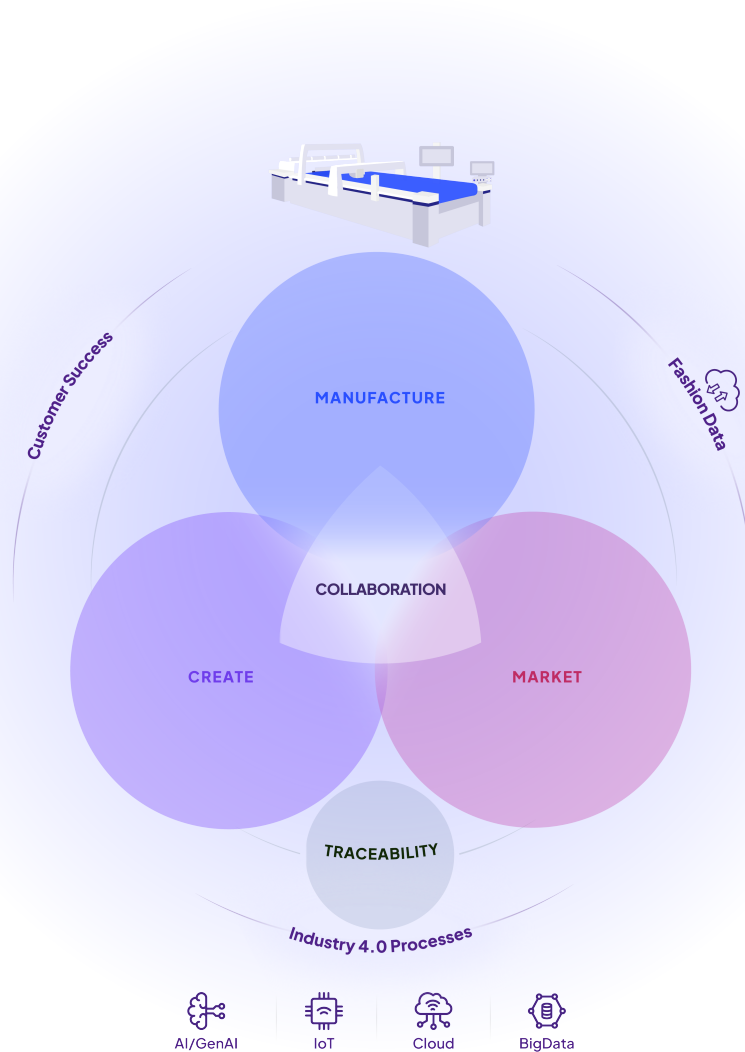
Empower, an innovative maintenance contract, complements Valia and illustrates the shift from a model based on commitment of resources to one based on commitment to results, the core aim of Industry 4.0 model.



An **extensive fashion offer**, complementing the Manufacture offer, which comprises CAD software and SaaS solutions that facilitate collaboration, decision-making, strengthening of brand positioning and that ensure product traceability.

The fashion industry is undergoing a decisive transformation, facing unprecedented turbulences. To succeed, fashion companies must begin a transformation process today.

We support our customers by interconnecting key areas of activity—creation, manufacturing, marketing, collaboration, and traceability—through integrated, automated, and collaborative solutions designed to support the sustainable growth of fashion companies.



# Our position in 2025: a strong, global, and resilient leader, ready to write a new chapter in its strategy

By the end of 2025, the company has reached a decisive milestone in the implementation of its Lectra 4.0 strategy, confirming the strength of its business model and the relevance of its strategic choices.



**Prestigious customer base** in more than 100 countries



**Customer success** at the heart of our activities: more than 800 dedicated employees support customers on a daily basis



**Strong technological leadership**

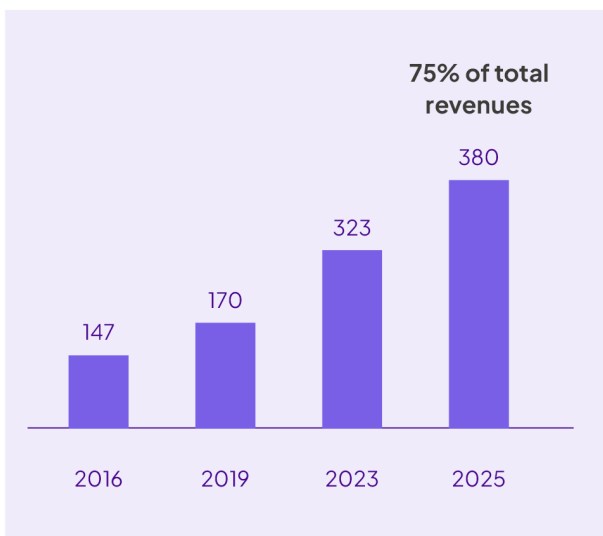


**Unique offer** tailored to customer needs



**At the forefront of sustainability and compliance**

**Recurring revenues**  
in millions of euros



**SaaS ARR\***



\*Definitions see note 2.27 to the consolidated financial statements

## Industry 4.0 is no longer a vision, it is a reality

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With a strategy implemented through successive three-year roadmaps, we are now entering the fourth roadmap.

Between 2026 and 2028, we will fully deploy our digital and connected model, leveraging the **innovations** and **synergies** developed over the past ten years. Our ambition now is to deliver even more value to our customers by maximizing the impact of the innovative solutions we have already deployed



## Three ambitions for the period

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### **Make Valia the spearhead of the Manufacturing offering**

By reinventing industry standards through cutting-edge technologies (such as artificial intelligence) and processes that transform performance.



### **Accelerate the growth of the SaaS model**

In order to position our software solutions as a sustainable lever for value creation for our customers and to support profitable and controlled growth for Lectra.



### **Strengthen operational excellence**

By optimizing processes, information systems, and human resources to offer customers a seamless, high-performance, value-creating experience.

# Over 50 years of innovation

Innovation and R&D are at the heart of our strategy, with significant investments: **over 12%** of our revenues and nearly 25% of our workforce are dedicated to these initiatives each year.

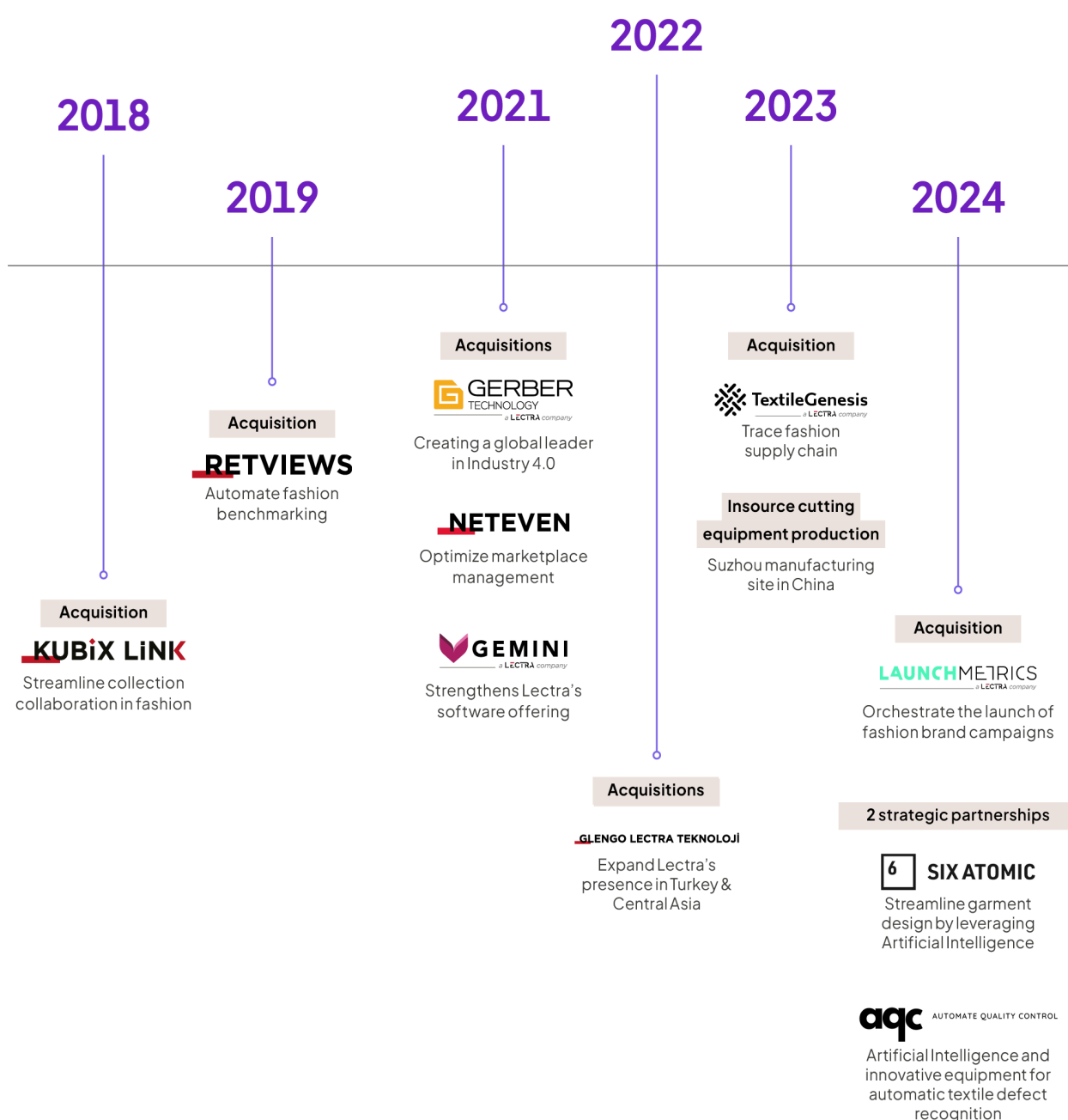
Since 2018, all our new software offers have been available exclusively in SaaS mode. This model has been widely adopted by our customers, as evidenced by SaaS revenues reaching **€89 million** (18% of total revenues on December 31, 2025).

The image displays several interconnected software interfaces:

- Top Left:** A 'GOTS CERTIFIED' logo with a checkmark, indicating organic and fair trade certification.
- Top Right:** A 'KUBIX LINK' mood board for 'Spring/Summer 2026 - Womens - RTW - LECTRA COLLECTION'. It features a central image of a blue dress, color swatches, and various design inspiration panels like 'Cuba Island theme', 'Summer brights', and 'Sunny tropics'.
- Bottom Left:** A 'TextileGenesis' supply chain map showing a global network of nodes. A legend identifies roles such as 'Raw material source', 'Recycler', 'Farm', 'U.S. Cotton Trust Protocol', 'Spinnery', 'Fabric mill', 'Dyeing and finishing', 'Finished Product Supplier', 'Trader', 'Spinnery', 'Raw wool (biob) producer', 'Ginning mill', and 'Supima'.
- Bottom Center:** A form for 'Brand/Assortment' with fields for 'The supplier', 'Purchase order', 'Style name', and 'Article number', followed by a 'SUBMIT' button and a small product image.
- Bottom Right:** A 'LAUNCHMETRICS' social media report titled 'MENTIONS SOCIAL MEDIA'. It lists mentions for TikTok (324), Instagram (325), Wechat (255), Weibo (187), and RED (251). A prominent green box highlights a 'MEDIA IMPACT VALUE' of '\$7.9M'.

# Successful external growth operations

Since 2018, we have completed **nine acquisitions** and **two strategic partnerships**. These acquisitions have enabled us to consolidate our market share by integrating companies operating in the same industries and accessing offers and technological building blocks that complement our portfolio.



We are committed to our customers' success

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As part of our **Customer Success** approach, our teams work tirelessly to improve our customers' performance. Every stage of our relationship with each customer, from prospecting to ongoing support, is carefully analyzed and supplemented by regular satisfaction surveys.

Our goal is to ensure that Lectra solutions are used to their full potential. In particular, we are strengthening our support for SaaS software users by deploying Customer Success Managers. Their mission is to **maximize the use of these new solutions.**

In total, more than **800 employees**, or nearly 30% of our workforce, work daily to promote our customers' success, facilitate their digital transformation, and accelerate their transition to Industry 4.0.



## A decades-long dedication to sustainability

Committed to sustainability, our ambition is to **create a lasting positive impact for our customers and our teams**. By driving transformation, nurturing talent, and promoting trust, we empower leaders in our markets and build positive working relationships.

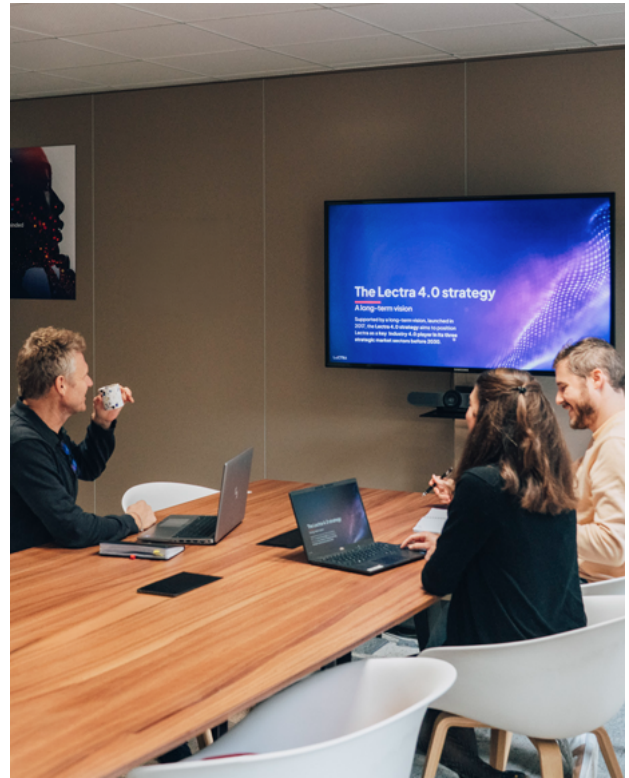
Guided by a culture of progress and openness to change, we leverage technology and innovation to meet today's challenges and ensure long-term resilience.

**100%**

of employees trained by 2025

**26%**

of positions filled through internal mobility



## Passionate employees

We draw on the skills and expertise of nearly 2,800 employees across the world.

Driven by three core values — **being open-minded thinkers, trusted partners, and passionate innovators** — we don't just think about change: we create it. It is this spirit, shared by everyone within the company, that has enabled us to become the technology leader we are today.

**39%**

of women in the Group's management bodies, for a gender diversity rate of 43%

**62%**

engagement rate  
(Source: YourVoice annual survey)

# Management Discussion and Analysis

Dear Shareholders,

This Management Discussion and Analysis reports on the operations and financial results of the company Lectra (the "Company") and of the Lectra group ("Lectra" or the "Group", i.e. the consolidated entity formed by the company Lectra and all French and foreign subsidiaries under its control within the meaning of Article L. 233-16 of the French Commercial Code [Code de commerce]), including Launchmetrics, which has been consolidated since January 23, 2024.

To facilitate analysis of the Group's results, the financial statements are compared with those published in 2024 (at actual exchange rates) and, for changes, with the 2024 pro forma financial statements (at identical exchange rates). These were prepared by consolidating Launchmetrics at January 1, 2024, although the acquisition of the company took place on January 23, 2024, which had the effect of increasing the pro forma revenues by €2.5 million and the pro forma EBITDA before non-recurring items for 2024 by €0.3 million compared to the published financial statements. All "pro forma 2024" figures are designated as "2024".

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# 1. Summary of FY 2025

## 1.1 2025: a strengthened strategy in a difficult environment

2025 was an unprecedented year, with periods of commercial and political tensions across all geographies, affecting all Lectra's market sectors. Tariffs were used as levers in numerous political and economic negotiations from the first quarter of 2025, leading to a wait-and-see attitude among customers. In the end, few agreements between the countries concerned were concluded on a permanent basis, and no major relocation was observed.

### → A tense global geopolitical context throughout the year

The global geopolitical context was profoundly marked by an upsurge in tensions between the major powers. The United States has multiplied unilateral initiatives: raising and then adjusting tariffs, intervening in Latin America, and even expressing intentions to annex Greenland. At the same time, China has reduced its deliveries of rare earths to Europe and the United States, already causing disruptions in supply chains, particularly in the automotive industry. The country is preparing to launch a five-year strategic plan refocused on advanced technologies, to the detriment of NEVs (New Energy Vehicles). This shift is compelling China's automotive industry to undergo consolidation triggering a price war and driving an acceleration of exports to Asia and Europe, with the United States market now virtually closed to Chinese manufacturers.

Trade momentum was particularly volatile: following a spike in tensions on April 2 ("Liberation Day"), successive decisions by the American, Chinese and Russian governments increased uncertainty throughout the year. After various bilateral negotiations, the year ended with relatively limited increases in tariffs compared to the initial announcements, with a 20% increase in fashion for Asian customers compared to 2024, i.e. between 30% and 40% in total, except for Indian customers (+50%, 60% in total, but new announcements in early February 2026 bring India onto the same rates as other Asian countries), and 5% for European customers (15% in total). In automotive, tariffs are set at 15% for Europe, Korea and Japan, while imports from Mexico are exempt when they comply with USMCA (United States–Mexico–Canada–Agreement). Risks remain high, particularly with regard to a possible hardening of China's stance toward Europe and the US-European trade agreements that have remained at the announcement stage, as well as due to possible developments related to the ongoing renegotiation of USMCA.

These adjustments should have a time-limited inflationary effect, concentrated on 2025 and 2026, before a return to more normative inflation in 2027 and 2028. However, the persistence of unilateral decisions and threats of sanctions is fueling strong anxiety among economic players. The European Union is now simultaneously under economic pressure from the United States and China, as well as social protests linked to the deterioration of purchasing power in many countries.

### → Lectra has adapted to the new economic situation

In this environment, two main factors weighed on the Group's business: uncertainty – which is leading customers to reduce or postpone their investments – and more restricted access to credit, even though the decrease in interest rates is gradually providing support in several countries. The supply of software is scarcely affected, whereas decisions concerning equipment have seen more postponements or cancellations.

Lectra quickly organized itself to counter the direct impacts of changing tariffs and accelerated its strategy of transforming to SaaS,

maintaining targeted R&D investments, while adapting its organization for optimal effectiveness. Its teams mobilized to consolidate its position as a strategic partner by maintaining ongoing dialogue with customers and continuing to promote SaaS offers.

Group revenues in 2025 amounted to €506.7 million, down 2% like-for-like with, on the one hand, a drop in non-recurring revenues and, on the other hand, an increase in recurring revenues. EBITDA before non-recurring items amounted to €79.7 million, representing an EBITDA margin before non-recurring items of 15.7%.

The Group's ARR at December 31 increased by 14% like-for-like to €97.2 million, confirming the pertinence of the Group's SaaS development strategy.

While new upheavals continue to disrupt the normal course of business, Lectra ends 2025 with a roadmap that strengthens its strategy and solid fundamentals. The Group is entering a new phase of development for 2028, set out in the presentation of the 2026–2028 roadmap (see section 14 of this chapter).

## 1.2 Activity and consolidated financial statements for 2025

To facilitate analysis of the Group's results, the financial statements are compared with those published in 2024 (at actual exchange rates) and, for changes, with the 2024 pro forma financial statements (at identical exchange rates). These were prepared by consolidating Launchmetrics at January 1, 2024, although the acquisition of the company took place on January 23, which had the effect of increasing the pro forma revenues for 2024 by €2.5 million and the pro forma EBITDA before non-recurring items for 2024 by €0.3 million compared to the published financial statements. All "pro forma 2024" figures are designated as "2024".

The US dollar and Chinese yuan each depreciated by 4% compared to FY 2024, with average exchange rates of 1.13 USD/1 EUR and 8.11 CNY/1 EUR. Currency movements had a significant negative impact on revenue and EBITDA before non-recurring items, reducing these indicators by €12.2 million and €4.6 million, respectively.

Unless otherwise stated, comparisons are made on a like-for-like basis.

### → New system orders

New systems include software sold separately as perpetual licenses ("Perpetual software licenses"), equipment (including embedded software), and non-recurring services.

Orders for new systems have been impacted by the wait-and-see attitude of customers from mid-March, when successive announcements on customs tariffs started. This impact extended to all of the Group's regions and markets from the second quarter and has not improved since.

In 2025, orders for new systems (€119.0 million) were down by 17% compared to 2024. Orders for perpetual software licenses (€7.9 million) fell by 29%, as most new software is now sold in SaaS mode, while orders for equipment and accompanying software (€89.4 million), and for training and consulting (€18.8 million) declined by 19% and 3%, respectively.

By region, orders for new systems decreased by 6% in Europe, 14% in the Americas and 26% in Asia-Pacific.

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By market, the decline was marked in the automotive and furniture sectors (-29% and -30%, respectively), and by 14% in fashion. Other industries, which were under less pressure in terms of budgets, recorded an increase of 21%.

### → Revenues

Revenues for fiscal year 2025 amounted to €506.7 million, down 2%. This breaks down into €126.6 million in non-recurring revenues, down 12%, and €380.1 million in recurring revenues (75% of total revenues), up 2%, including €89.3 million from SaaS subscription contracts (18% of revenues, up 14%).

### Recurring revenues

Recurring revenues (€380.1 million) increased by 2%. This item contributed 75% of revenues (72% in 2024), and included mainly:

- recurring contracts (€242.3 million), which increased by 5%, an increase driven by SaaS subscriptions, up sharply by 14%. Software maintenance contracts were eroded by 2%, while equipment maintenance contracts increased by 2%;
- consumables and parts (€137.8 million), were down 4%.

### Non-recurring revenues

Non-recurring revenues amounted to €126.6 million (25% of revenue against 28% in 2024), down 12%. It includes:

- perpetual software licenses (€7.9 million), down 34%, accounted for 2% of revenues, the same percentage as in 2024;
- Equipment (€97.7 million), down 11% compared to 2024, represented 19% of revenues (21% in 2024);
- training and consulting (€18.1 million), down 4%, accounted for 4% of revenues, the same percentage as in 2024.

At December 31, 2025, the backlog for perpetual software licenses, equipment, and training and consulting amounted to €23.2 million. This was a decrease of €11.8 million compared to the start of the year, like-for-like.

### ARR

The ARR at December 31, 2025 was €97.2 million, up 14% like-for-like (9% in actual terms) compared to the end of 2024. All SaaS offers contributed to the strong performance.

### → Gross profit

Gross profit reached €369.3 million, representing a gross profit margin of 72.9%, up 1.3 points, thanks to the favorable sales mix and strict control of production costs.

Personnel expenses and other operating expenses incurred as part of service contracts or training and consulting are not included in the cost of goods sold but are accounted for in overhead costs.

### → Overhead costs

Overhead costs amounted to €331.1 million, a limited increase of 2% compared with the previous fiscal year, thanks to strict cost control. The breakdown is €306.7 million in fixed overhead costs and €24.4 million in variable costs.

### → EBITDA before non-recurring items

EBITDA before non-recurring items was €79.7 million, down 8%, with an EBITDA margin of 15.7%, down 1 point.

### → Income from operations before non-recurring items

Operating income before non-recurring items amounted to €38.2 million, down 14%.

Non-recurring expenses amounted to €2.8 million and corresponded to the impairment of a right-of-use asset relating to NYC premises in the United States.

### → Net Income

The financial result represented a net expense of €5.9 million and the foreign exchange gains and losses were negative at -€0.4 million.

After an income tax expense of €3.1 million, net income amounted to €25.6 million, down 14% in actual terms.

## 1.3 Balance sheet and cash-flow analysis

The working capital requirement was negative at €39.7 million at December 31, 2025, remaining one of the strengths of the Group's business model.

Free cash flow before non-recurring items amounted to €57.0 million (€72.1 million in 2024).

Following a non-recurring outflow of €3.1 million in Q3 2025, related to the research tax credit (CIR) dispute, free cash flow amounted to €53.9 million.

At December 31, 2025, the Group's balance sheet remained very solid: shareholders' equity stood at €360.3 million and net debt at €21.3 million after outflows for the buyback of the second phase of the buyback of Launchmetrics' minority shares (€20.5 million), and the payment of dividends (€15.2 million) during the first half. Net debt consisted of €86.4 million in financial debt and €65.1 million in available cash.

## 2. Assessment of the 2023-2025 strategic roadmap

Launched in 2017, the Lectra 4.0 strategy aims to position the Group as a key Industry 4.0 player in its three strategic market sectors: fashion, automotive and furniture, before 2030. The strategy has been implemented up to now through three strategic roadmaps.

The first strategic roadmap, which covered the 2017-2019 period, established the key fundamentals for the future of the Group. These included the successful integration into its new offers of the key technologies for Industry 4.0 (cloud computing, the Internet of Things, big data and artificial intelligence), the reorganization of sales subsidiaries into four main regions, and the launch of the first software offers in SaaS mode.

The second roadmap, which ran from 2020 through 2022, achieved a new dimension for the Group – primarily through the acquisition of Gerber in June 2021 – and opened new perspectives, with a financial position stronger than ever before, an extended worldwide presence, a broader customer base, a powerful product portfolio, a growing number of customers using its new offers for Industry 4.0, and a new brand image.

The third roadmap, 2023-2025, published in the financial report of February 8, 2023, was designed to enable Lectra to take full advantage of its change in size to accelerate its growth, significantly increase the volume of SaaS in its revenues and seize acquisition opportunities.

### 2.1 Lectra's long-term strategy more relevant than ever before

Over the past three years, marked by persistent macroeconomic and geopolitical challenges, the Lectra 4.0 strategy has proven its relevance and resilience. Designed to position the Group as a major player in industry 4.0 in its three strategic markets by 2030, the latter is based on five pillars: premium positioning, concentration of activity on three strategic market sectors, the integration of customers at the heart of the Group's activities, the gradual introduction on the market of new 4.0 services and a committed sustainability policy.

The Group's customers face increasing pressure to adapt to global disruption, changing consumer expectations and sustainability requirements. Many have begun to modernize their operations – embracing digital tools, modular production systems, and Industry 4.0 technologies – but these efforts mark only the beginning of a deeper transformation.

Alongside these changes, geopolitical tensions such as trade wars and regional instabilities have disrupted supply chains and sourcing strategies. These challenges have resulted in longer delivery times, higher costs, and increased uncertainty. In response, customers are favoring digital transformation to increase agility and resilience, a development that Lectra's strategy aims to support.

Industry 4.0 offers a way forward: a fully connected value chain that improves performance, reduces costs and increases production agility while supporting sustainability goals. Lectra's solutions align with this vision, helping customers adapt their business models and create long-term value.

### 2.2 2023-2025: a strategic leap towards the Lectra 4.0 vision

During the period 2023-2025, Lectra achieved major milestones in its Lectra 4.0 vision, driven by six strategic priorities:

1. strengthen the implementation of best ethical, social, societal and environmental practices internally and for its customers,
2. leverage all synergies arising from the Gerber acquisition,
3. accelerate the transition of software sales to SaaS mode,
4. accelerate the transformation of the Group's customer engagement and relationship model,
5. continue external growth operations,
6. prepare Lectra for the period 2026-2030.

Despite a complex macroeconomic and geopolitical context, the strategic roadmap was implemented with rigor and ambition. It has generated remarkable results: a tripling of SaaS revenues, increased financial resilience and a strengthened integration of sustainability in all of the Group's operations. These advances were enriched by significant progress in other key areas, such as organizational transformation, innovation and customer centricity.

#### 2.2.1. Accelerating the adoption of Lectra's SaaS offers

Between 2023 and 2025, Lectra has seen a significant acceleration in the adoption of its SaaS offers, driven by sustained market demand, significant investments in R&D and targeted acquisitions. These levers have enabled the Group to respond with agility to the changing expectations of its customers in the context of the fourth industrial revolution.

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The acquisition of Launchmetrics in 2024, an international player in digital marketing in the fashion industry, was a major strategic milestone. It enriched Lectra's SaaS portfolio, consolidated its leadership in the fashion industry and boosted its SaaS growth trajectory. This transaction is in line with previous strategic acquisitions such as Retviews (in 2018), an AI-based market intelligence solution, and Neteven (in 2021), a solution for optimizing the distribution of products on the largest fashion marketplaces. Kubix Link (in 2018), a collaborative product data solution, and TextileGenesis (in 2023), a leading traceability solution, have seen strong sales growth, confirming their status as pillars of the SaaS portfolio.

The launch of Valia Fashion at the end of 2024 (detailed in paragraph 2.2.2), integrating innovations such as Quick Offer, Flex Offer and the Lectra Digital Cutting Platform, marked a strategic breakthrough. Already adopted by 70 customers, Valia is showing its full potential, with rapid adoption and initial measured gains in productivity, data reliability, reduced lead times and material optimization.

To support this momentum, Lectra has undertaken a gradual transformation of its customer-oriented organization since 2023, notably by strengthening the Customer Success function with dedicated Customer Success Managers to promote adoption and optimize customer performance through the use of Lectra solutions.

In addition, the transition to SaaS has enabled Lectra to adopt a progressive sales model, offering scalable solutions in line with customer needs. This approach promotes long-term relationships, supports profitable and recurring growth, and reinforces the added value of offers.

In line with this change in the business model, Lectra introduced ARR as a key performance indicator in 2025. At December 31, this indicator stood at €97.2 million, reflecting the excellent market momentum for Lectra's SaaS offers. This increase is all the more remarkable given that the ARR was zero in 2017, highlighting exceptional growth achieved in just eight years.

### 2.2.2. Sustained investments to drive Innovation 4.0

Lectra has consolidated its position as a major player in Industry 4.0 by maintaining a high level of investment in R&D over three years, with more than €190 million invested, or on average of nearly 13% of annual revenue, demonstrating its constant commitment to innovation. These investments make it possible to enhance current offers and launch new ones to complete the product portfolio. Since 2018, all new offers have incorporated advanced technologies such as cloud computing, IoT, big data and artificial intelligence.

In 2023, the Group launched a new generation of smart and connected cutting equipment: VectorFurniture iX2 and Q2 in January, followed by VectorFashion iX2 and Q2 in July. These solutions, which replace previous models from Gerber and Lectra, bring significant gains in productivity, flexibility and environmental performance to the fashion, furniture, automotive and other industries.

In this dynamic, in 2024 Lectra unveiled two smart cloud solutions: Valia Furniture (January) and Valia Fashion (October). Designed to optimize production, increase agility and support more sustainable operations, they fully embody Lectra's vision of Industry 4.0 and the 4.0 cutting room. By combining artificial intelligence and business expertise, they automate and streamline workflows, from order processing to fabric cutting. Valia Fashion and Valia Furniture continued their development throughout the year, integrating advanced connectivity features with Lectra, Gerber and third-party equipment.

In September 2025, Lectra reached another milestone with the launch of Empower Fashion, an industry first that introduces a new generation of maintenance contract based on a contractual

equipment availability guarantee. Combined with Valia Fashion, Empower Fashion ensures optimal cutting room performance through real-time monitoring and comprehensive connectivity.

R&D efforts have also helped to strengthen other flagship solutions: Kubix Link now offers more advanced product lifecycle management and collaboration, while TextileGenesis extends its traceability capabilities to textiles, leather and footwear, both upstream and downstream.

As part of its innovation strategy, in 2024 Lectra formed strategic partnerships with Six Atomic (generative AI for fashion design) and AQC Industry (AI textile defect recognition).

Together, these advancements demonstrate Lectra's commitment to delivering cutting-edge, forward-looking technologies to support customers' digital transformation and operational excellence.

### 2.2.3. Successful realization of synergies following the acquisition of Gerber

Following the acquisition of Gerber, which changed the size of the Group and redefined Lectra's international footprint with significant expansion in the Americas and robust growth in Asia-Pacific, Lectra successfully integrated the two organizations, bringing together two industry leaders.

During the period 2023-2025, the Group has focused on maximizing synergies in sales, optimizing teams and operational efficiency, resulting in substantial strategic and financial benefits.

Between 2022 and 2025, revenues from recurring contracts for Lectra and Gerber combined increased by 6% per year at constant scope. This increase is mainly due to the integration of Gerber's customers and the adoption of new latest generation maintenance contracts, aligning Gerber's service practices with Lectra's high standards. In addition, this positive dynamic was reinforced by complementary initiatives such as the harmonization of commercial practices, the development of high value-added services and strengthened customer engagement.

The Group's profitability increased significantly, as evidenced by the 3.6-point increase in its gross profit, from 66.6% in 2022 to 72.9% at December 31, 2025 at constant scope. This increase is the result of both the optimization of Gerber equipment production costs and the harmonization of commercial practices.

The integration of the two organizations has allowed Lectra to take full advantage of the synergies between Gerber and Lectra, thereby generating significant strategic and financial benefits. This transaction also demonstrated the Group's ability to manage and carry out large-scale transformation projects with rigor and efficiency. Over €36 million of synergies were achieved in 2025, more than double the initial objective for 2022 (€12-18 million) set at the time of the acquisition, and this result is indicative of the success of the integration.

With this integration, full compatibility has been established between Gerber and Lectra's flagship solutions, paving the way for multiple cross-selling opportunities within the Group's portfolio. Furthermore, Lectra's capacity for innovation has been strengthened: the combination of the expertise and resources of the two entities now supports the development of next-generation solutions, thus consolidating Lectra's position as a technological and industrial leader.

Operationally, the deployment of the industrial excellence practices at the Bordeaux-Cestas and Tolland sites to the Suzhou site marked a major milestone: the first Vector equipment was assembled in China in December 2023, thus strengthening Lectra's global industrial footprint. With three strategic sites (France, United States, China), today Lectra is the only company in its sector to have such a global

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industrial base, which gives it a unique competitive advantage and guarantees business continuity to its customers in a context of tariff tensions and changes in the global supply chain.

The dual-brand value proposition combining Lectra and Gerber brand products and unified processes have improved the customer experience. This approach combines the strengths of Lectra and Gerber, providing customers with a wider range of solutions and a seamless transition between the brands, solutions, and teams they interact with. At the same time, sustained efforts to simplify, align and centralize processes have created a unified framework that accelerates the implementation of digital tools post-integration, ensuring operational excellence.

All of these achievements have made it possible to strengthen the Group's fundamentals and improve Lectra's customer value proposition. Today, Lectra has established itself as a benchmark global player, with extensive geographical coverage, a technological advance and an unrivaled customer base.

### 2.2.4. A proven acquisition strategy for strategic expansion

Lectra's acquisition strategy has demonstrated its effectiveness in accelerating innovation and strengthening the Group's capabilities in key areas of Industry 4.0. Each operation has been carried out with discernment, with the aim of consolidating Lectra's value proposition and meeting the evolving expectations of its customers.

The acquisition of TextileGenesis in January 2023 marked Lectra's entry into textile traceability, enabling fashion brands to digitally map their supply chains and meet growing demands for sustainability. To date, more than 4 billion fashion products have been traced through the platform compared to 800,000 in January 2023 – involving more than 20,000 supply chain partners. TextileGenesis is establishing itself as a go-to solution, recognized for its strength and strategic value, and is now featured in the sustainability reports of certain premium brands. The company has also expanded into the footwear and leather goods sector, where traceability and sustainability are becoming key differentiating factors. In addition, TextileGenesis' ARR has increased more than fourfold since January 2023, highlighting the strong business momentum and growing industry adoption of the solution.

In January 2024, Launchmetrics joined the Group, bringing powerful brand performance and marketing analytics capabilities used by more than 1,700 fashion and beauty brands worldwide. This acquisition significantly strengthened Lectra's offer for fashion brands, enabling them to measure and optimize their marketing investments and extend Lectra's reach across the entire fashion value chain. This acquisition came at a key moment in the Group's transformation towards a SaaS model, bringing a significant contribution of €40 million in SaaS revenues. Lectra thus doubled its SaaS revenues to €77.4 million at the end of 2024. The integration fostered synergies between solutions, notably through the integration of Kubix Link, and joint commercial efforts were launched in Europe and the United States, supported by a unified training and

certification program designed for both Lectra and Launchmetrics' sales teams. The synergies resulting from Lectra's integration and acquisition strategy are reflected in solid financial performance. At December 31, 2025, Launchmetrics posted an EBITDA margin before non-recurring items of 17.5% and an ARR of €45 million, an increase of 8.7% year-on-year.

Cultural initiatives such as Lectra Together, the onboarding program offered to all new employees, including those from acquisitions, and YourVoice, the annual employee satisfaction survey, supported the efforts to build a cohesive team. In July 2025, high engagement scores were recorded for both acquisitions (70% for Launchmetrics and 88% for TextileGenesis compared to an overall Group average of 62%) reflecting a positive experience for the teams involved.

These acquisitions are part of a strategic approach based on the identification of high-potential targets, the success of integrations and the exploitation of synergies within the Group and its customer ecosystem. The complementarities between the solutions provide fertile ground for the coming years, paving the way for increased value creation for customers. This strategy continues to strengthen Lectra's technological leadership and its position as a trusted partner in the digital transformation of its key markets.

### 2.2.5. Expanding fashion's customer value proposition

Between 2023 and 2025, Lectra significantly expanded its fashion offer, through strategic acquisitions and the launch of internally developed products, thus expanding its portfolio of SaaS solutions. Lectra's SaaS offer for this sector now includes Launchmetrics, Valia Fashion, Kubix Link, TextileGenesis, Retviews and Neteven, complemented by its historical CAD solutions (Modaris, Gerber AccuMark) and flagship cutting equipment (Vector, Virga). These solutions cover all the key stages of the value chain in this sector – Create, Manufacture, Market – as well as cross-functional activities around Collaboration and Traceability.

In an industry where speed and agility are key, many brands still operate with internal teams organized in silos, which slows decision-making and hinders efficiency. To remain competitive, it is essential that they connect their teams, processes and data.

Lectra addresses this challenge by breaking down silos and connecting data through an integrated, collaborative approach. By leveraging fashion data and Industry 4.0 technologies – cloud computing, IoT, big data and artificial intelligence – Lectra enables companies to make more informed, faster decisions and optimize their processes. No competitor rivals Lectra's level of expertise in integration and embedded software, nor does it offer such comprehensive coverage of all of its customers' business processes. A leading position built on a constant capacity for innovation and sustained strategic investments.

By supporting fashion companies in the alignment of performance, sustainability and growth, Lectra makes it possible to reconcile two sometimes opposing notions: profitability and sustainability.

### 2.2.6. Being at the forefront of sustainability and responsible leadership

Between 2023 and 2025, Lectra achieved major milestones in integrating sustainability and responsible leadership into the core of its operations, culture and offers. The publication of its first Sustainability Report, in accordance with the Corporate Sustainability Reporting Directive (CSRD), marked a turning point in terms of transparency. At the same time, the launch of a climate transition plan demonstrates the Group's long-term environmental commitment, with ambitious objectives: a 25% reduction in Scope 1 and 2 greenhouse gas emissions, and a 20% reduction for Scope 3 between 2022 and 2030.

Sustainability is now fully integrated into Lectra's solutions and governance. Its technologies enable customers to reduce waste, optimize the use of resources and improve traceability throughout their value chain. ESG (Environmental, Social and Governance) practices have been strengthened in product design, sourcing processes and talent development.

Lectra's efforts have been recognized by independent organizations. For the fourth consecutive year, the Group has been named one of Deloitte's Best Managed Companies by Deloitte France, highlighting its excellence in strategy, innovation, sustainability and governance. In January 2025, Lectra was also awarded a silver medal by EcoVadis, ranking in the top 10% of companies assessed and in the top 4% in its sector, thanks to strengthened sustainability policies and governance.

At the heart of this transformation is Lectra Way, a set of values and practices that shape the Company's culture and guide its responsible growth. This cultural foundation, adopted at all levels of the organization, strengthens Lectra's position as a leader in sustainable industry.

### 2.2.7. Consolidating the Group's financial strength

The third strategic roadmap of Lectra 4.0 once again illustrates the robustness and resilience of the Group's financial model. Despite a complex global environment, Lectra maintained a solid performance across all its key financial indicators, driven by sustained growth in recurring revenues, rigorous cost management and strong cash flow generation.

This financial strength is also reflected in the indicators at December 31, 2025: a significant share of SaaS in total revenues (18%), demonstrating the successful transformation to the SaaS model; a high gross profit margin (73%), illustrating the Group's ability to maintain its profitability despite a demanding environment; a strengthened security ratio (96%), confirming the structural stability

of the business model; and a healthy balance sheet (net debt limited to €21 million), allowing the Group to look forward to a new phase of growth with confidence.

These performances attest to Lectra's ability to invest with confidence in innovation and strategic initiatives, while consolidating its technological leadership and financial discipline, the cornerstone of its long-term strategy.

Lectra's governance has undergone continuous development over the past three years, reflecting the Group's strategic ambitions and its commitment to excellent leadership.

In May 2023, Karine Calvet and Pierre-Yves Roussel joined the Board of Directors, bringing valuable expertise in terms of knowledge of SaaS solutions and in-depth understanding of the fashion market. On March 31, 2024, Jérôme Viala stepped down as Deputy CEO and joined the Board of Directors on April 26, 2024, continuing to make his contribution to the Group's strategic thinking and major decisions.

The Executive Committee has been enriched by several key profiles (in chronological order): Frédéric Morel, President Asia-Pacific (September 2023), Anne Borfiga, Secretary General (October 2023), Michael Jais, Co-Founder and CEO of Launchmetrics (January 2024), Antonella Capelli, President EMEA (April 2024), as well as Amit Gautam, Founder and CEO of TextileGenesis (July 2025), also joined the Committee, strengthening Lectra's expertise in its recently acquired businesses. John Brearley, appointed President of the Americas in October 2025, with a career spanning more than 40 years, including more than 20 years with Lectra, brings strong customer experience and in-depth knowledge of recurring business development.

Lastly, in June 2025, the appointment of Maximilien Abadie as Deputy CEO marked an important milestone in the development of leadership and the acceleration of the Group's SaaS transformation.

## 2.3 The third stage of the Lectra 4.0 strategy was successfully completed

The constant evolution of Lectra's financial indicators since 2023, supported by the steady growth in recurring revenues and rigorous cost management, as well as by the success of targeted acquisitions and their successful integration, illustrate the strength of the Group's performance. Despite a deteriorated macroeconomic and geopolitical context, the success of Lectra's various offers confirms the relevance of the strategic choices made since 2017.

These results allow Lectra to pursue its investments in innovation with conviction and to approach with confidence the evolution of its strategy for the 2026-2028 roadmap.

## 3. Control environment and risk factors

### 3.1 Control environment

#### 3.1.1. Risk management

The risk management processes are implemented by the Chairman and Chief Executive Officer under the oversight of the Audit Committee and the Board of Directors. The Audit Committee monitors and reports to the Board of Directors on the effectiveness of risk management systems, risk mapping and the rollout of priority action plans.

The Group updates its risk mapping as soon as a significant change requires it and at least once a year (see the Sustainability Report for information on the double materiality assessment).

The risk mapping covers all of the Group's major risk factors. Their identification is based on interviews and the review of key processes. Each risk factor is then assessed according to two criteria: the probability of occurrence and the potential impact on the strategic objectives. This approach makes it possible to prioritize risks and focus control efforts on the most critical ones. Lastly, internal analyses are cross-referenced with external mappings, in particular the World Economic Forum's Global Risks Report and the Risk in Focus Report of the European Confederation of Institutes of Internal Auditing, in order to integrate changes in the global environment and industry best practices.

For each identified risk, a member of the Executive Committee is responsible for the treatment, prevention or management of that risk. For this purpose, he or she validates a plan of appropriate action and ensures it is duly implemented.

Risk management helps ensure the creation and preservation of Lectra's value, assets and reputation. It also aims to secure decision-making processes and promote the achievement of strategic objectives. Moreover, it ensures that the Group's actions are consistent with its values. It involves and mobilizes the employees concerned to manage the risks related to their activities and responsibilities, in particular through the sharing of the analysis of the main risks identified.

The performance of the risk management system is based on a balance between the expected level of coverage and the residual risks accepted. This balance takes into account the resources available, as well as the size and complexity of the Group's organization. The framework thus offers reasonable assurance that the objectives described above will be achieved. However, it cannot absolutely guarantee the achievement of these objectives. Various factors can limit their effectiveness, whether they are related to human behavior or the external environment in which the Group's companies operate.

#### 3.1.2. Internal control

The Finance Department ensures that the internal control system enables the control of risks within the Group while optimizing its operating performance in line with its strategy, values and ethical standards. It regularly reviews this system as part of a continuous improvement approach, as well as regularly reviewing the reporting processes.

Internal control implemented within the Group comprises a body of rules, procedures and charters. It also relies on reporting obligations and on the individual behavior of all the players who contribute to the system.

### Objectives of the internal control system

This internal control system provides reasonable assurance that the following objectives will be achieved:

- execution and optimization of operations in accordance with the instructions and guidelines of the Executive Committee;
- reliability of financial and sustainability information;
- compliance with laws and regulations.

The internal control system, however well designed and applied it may be, cannot provide an absolute guarantee that these objectives will be achieved.

#### → Execution and optimization of operations

##### *Oversight of proper application of Executive Committee instructions and orientations*

A series of procedures has been put in place to define the scope and the limits to the powers of action and decision of Lectra employees at all levels of responsibility. In particular, these serve to ensure that the Group activities are conducted in accordance with the orientations laid down by the Executive Committee.

##### *Proper functioning of the company's internal processes, especially those relating to the protection of its assets*

The purpose of the processes in place and procedures to control their application is to optimize the Group's results, in accordance with the short- and medium-term financial objectives it has set. Internal control procedures contribute to safeguarding Group tangible and intangible assets (such as intellectual and industrial property, Company brands, customer relationships and corporate image, computer data), as well as Group human capital, all of which play a key role in its property, business activity and growth dynamism.

#### → Reliability of financial and sustainability information

Among the control mechanisms in place, special attention is paid to procedures for preparing and processing accounting and financial information, as well as information on sustainability. Their aim is to ensure the reliability and quality of data, and to ensure that they present a true and fair view of the Group's activity and situation.

#### → Legal and regulatory compliance

The Company's internal control procedures are designed to provide assurance that the operations carried out in all Group companies comply with the laws and regulations in force in each of the countries concerned for the different areas in question (e.g. corporate law, securities law, customs law, labor law, tax law, and anti-corruption regulations). They also comply with the CSRD Directive regarding corporate sustainability reporting (see section 1.2 of the Sustainability Report).

Close attention is paid to the regulatory requirements applicable to the Group's solutions, notably laws on the protection and security of personal data, intellectual and industrial property rights, and the regulatory requirements applicable to equipment.

Lectra's anti-corruption system is described in section 4.2.1 of the Sustainability Report.

### Components of internal control

#### → Organization, decision making process, information systems and procedures

##### *Organization and decision-making process*

The Board of Directors is responsible for setting the strategy and direction of the Group's operations, and for overseeing their implementation.

The Audit Committee discusses the internal control system with the Statutory Auditors and Internal Audit Department. It gathers their recommendations and, notably, ensures that their level and quality of coverage are adequate. It reports on its proceedings and opinions to the Board of Directors.

The Chairman and Chief Executive Officer is responsible for overseeing the proper functioning of the Group's managing bodies. He is invested with the fullest powers to act on behalf of the Company in all circumstances and represents the Company in its dealings with third parties.

The Executive Committee implements the strategy and policies defined by the Board of Directors. Its members have each been delegated broad powers and are critical to the effectiveness of the internal control system.

All important decisions relating to the operations of a region are made by a specific committee. These committees, chaired by the Chief Customer Officer, meet two to four times a year, with the region leader and the management teams attending. The latter submit to the committees their detailed action plans drawn up on the basis of Group strategic and budget directives, and they report on the implementation of decisions as well as on their operations and performance.

The powers and limits on the powers of the members of the Executive Committee are defined by the Chairman and Chief Executive Officer. These powers and their limits are communicated in writing to the leaders or senior executives concerned, who are then required to account for their utilization of the powers conferred on them.

The internal control process involves a large number of other participants. The corporate divisions are at the center of this organization. They are responsible for formulating rules and procedures, for monitoring their application and, more generally, for approving and authorizing a large number of decisions connected with the operations of each Group entity.

##### *Information systems*

Information systems play a structurally critical role in the Group's system of internal control, and act as a key performance-tracking instrument thanks to integrated inter-company financial information, to ensure homogeneity and communicability between the Group's different IT systems, and their continuous adaptation to developments in business processes and modes of operation, together with tighter controls.

Information systems are regularly adapted to the expanded requirements of the Group in terms of the quality, relevance, timeliness and comprehensiveness of information. These systems are contributing to the implementation of harmonized Groupwide management procedures and rules while boosting the effectiveness of controls. Starting at the time of acquisition, companies acquired are progressively integrated into the Group reporting system.

##### *Procedures*

The Group has put in place a large number of procedures, which specify the manner in which the different processes are to be performed, together with the roles of the different persons

concerned, and the powers delegated to them within these processes. They further prescribe the method of controlling compliance with rules for the performance of processes. Procedures are adjusted on a regular basis to take into account the integration of acquired companies. The main subjects that are critical to the Group's objectives are:

##### → Sales

Several procedures are in place to cover the entire sales process. In particular, the Sales Rules and Guidelines, which are subject to periodical review, clearly set out rules, delegations of powers, and channels, together with the controls performed at the various stages in the sales process to verify the authenticity and content of orders, shipment and billing thereof, as well as periodic reviews of ongoing business activity by the Executive Committee.

##### → Credit management

Credit management procedures are designed to limit the risks of non-collection and shorten account collection times. These procedures include a preventive analysis of its customers' solvency and provide for the strict and systematic application of several measures for dealing with customers in arrears.

Moreover, sales of new systems to countries subject to high economic or political risks are for the most part guaranteed by irrevocable letters of credit confirmed by one of Lectra's banks or by bank guarantees.

##### → Purchasing

Procedures are in place to ensure that all purchases from third parties are compliant with budgetary authorizations. They further spell out formally the delegations of powers regarding expenditure commitments and signatures, based on the principle of the separation of tasks within the process. The information system now in place reinforces the process of control over the proper application of rules.

##### → Personnel

Under the procedures in place all forecasted or actual personnel changes are approved by the Human Resources Department. All recruitments and dismissals must receive the department's prior authorization. Compensation is reviewed and submitted to the Human Resources Department for approval.

Finally, for the members of the Executive Committee, the current compensation formula, benefits in kind, as well as any change in this formula, are submitted to the Compensation Committee to receive their opinion.

##### → Cash

The Group's internal control procedures regarding treasury operations mainly concern bank reconciliations, security of payment means, delegation of signing authority, and monitoring of currency risk.

The Group has implemented secure means of payment. Bank reconciliation procedures are systematic and comprehensive. They entail verification of all entries in the Group's bank accounts made by the banks, together with reconciliation between treasury balances and the cash and bank accounts within the financial statements.

Bank signature authorizations for each Group entity are governed by written procedures laid down by the Group Finance Department and are revocable at all times with immediate effect. Signing powers delegated under these procedures are notified to the banks, which must acknowledge receipt thereof.

Monitoring of the loan and related covenants is managed by the Group Treasurer.

## 01 – MANAGEMENT DISCUSSION AND ANALYSIS

### → Currency risk

The Group seeks to protect all of its foreign currency receivables and debts against foreign exchange risk, as well as, when on economically reasonable terms. Decisions take into account currency risks and trends having a material impact on its financial condition and competitive situation.

The Group's statement of financial position exposure is monitored in real time. Forward foreign exchange contracts are entered into by the Company.

### Control activity: control players

The internal control processes are implemented by the Chairman and Chief Executive Officer under the oversight of the Audit Committee and the Board of Directors. The Audit Committee monitors the effectiveness of the internal control systems for the Board of Directors and reports to it thereon.

The Finance Department, in particular the Treasury and Management Control teams, as well as the Legal Department, are at the heart of the internal control system. The internal audit team set up in September 2025 will strengthen this system from 2026 (see section 3.1.3 below). Controls are in place at many points throughout the Group's organization. These are adapted to the critical aspects and risks linked to the processes to which they apply. Controls are conducted by means of IT applications, procedures subject to systematic manual control, via ex-post audits, or via a chain of command, in particular by members of the Executive Committee. Spot checks are also performed in the various Group subsidiaries.

In each subsidiary, the person in charge of finance and administration, in coordination with the regional Legal Counsel, plays a major role in the organization and conduct of internal controls. The mission of this person, who reports to the Group finance division, is to ensure that the subsidiary complies with the rules and procedures established by the Executive Committee and the corporate divisions.

The Information Systems Department is responsible for guaranteeing the integrity of data processed by the various software tools in use within the Group. It works with the Group finance division to ensure that all automated processing routines contributing to the preparation of financial information are compliant with accounting rules and procedures. In addition, it verifies the quality and completeness of information transferred between the different software applications and information systems security. Key application controls from the main information systems are subject to an annual audit by the Statutory Auditors.

The human resources division exercises the control function regarding human resources matters in all subsidiaries. Its role includes ensuring that applicable social policies in each of the Group's subsidiaries are compliant with the laws and labor regulations in force in the countries concerned. It also intervenes in all contractual relations entered into between Group companies and its employees.

The Legal Department ensures that the operations of each of the Group's subsidiaries comply with applicable laws and regulations, and with internal policies, particularly in contractual relations between those subsidiaries and third parties. The Legal Department calls upon a network of law firms located in the countries concerned and specializing in the subjects at issue, as needed. It supervises and manages potential or pending litigation, in conjunction with the Group's attorneys where appropriate.

A dedicated intellectual and industrial property team functions as part of the Group's Legal Department. It acts preventively to protect innovations and avert all risks of counterfeiting of the products or processes developed by the Group. More broadly, this team addresses all risks associated with innovation and the protection of its intellectual and industrial property.

### Continuous improvement of the internal control system and procedures

The resolution of incidents identified during controls or the conclusions of audits carried out *a posteriori* on compliance with rules and procedures is part of the internal control system. They make it possible to ensure both the quality of the latter's operation and to continuously improve it.

Given the nature of its business, the Group is compelled to adapt its organization to market and strategy changes whenever necessary. Each change in its organization or *modus operandi* is preceded by a review process to ensure that the proposed change is consistent with the preservation of an internal control environment complying with the objectives described in section 3.1.2 above. Within this context, the scope and distribution of the powers of individuals and teams, reporting lines and rules for the delegation of signing authority, are reviewed and adjusted, if necessary, during all organizational changes.

Oversight of internal controls is underpinned by a continuous improvement process, notably in the areas of the risk prevention plan, formalizing accounting procedures, human resources management, integrating acquired companies, and information systems.

#### 3.1.3. Internal audit

To strengthen its risk management and promote the achievement of its strategic objectives, in 2025 the Group created an internal audit function.

Internal audit is required to carry out assignments in various areas (operational, financial, organizational) across the entire Group. All of these assignments are based on an annual audit plan approved by the Chairman and Chief Executive Officer and the Audit Committee. Furthermore, the progress of the audit plan as well as the main conclusions and recommendations of the audits carried out are presented at Audit Committee meetings. The assignments are carried out according to a rigorous methodology, the aim of which is to comply with the standards of the IFACI (French Institute for Audit and Internal Control). Each assignment will be the subject of a report containing recommendations, which are systematically the subject of an action plan by the teams in charge of the audited processes and follow-up by internal audit.

#### 3.1.4. Insurance and risk cover

The Purchasing and Legal Departments:

- oversee the insurance policies for the entire Group,
- define the risk hedging policy,
- coordinate the management of insurance policies for civil liability, executive liability, property damage, cybersecurity, and the transportation of people and goods.

They reassess this policy regularly and renegotiate or adjust programs to take into account the evolution of the Group's activity and changes in its scope.

## 01 – MANAGEMENT DISCUSSION AND ANALYSIS

The Group benefits from the following insurance policies:

- civil liability,
- executive liability,
- property damage and subsequent business interruption,
- transportation of goods,
- employee travel,
- cybersecurity.

The Group works through international brokers whose network has the capacity to provide assistance in all its activities and throughout its different geographies. A global insurance program supplemented by local programs, provides for complete and effective coverage. Insurance policies are written with reputable insurers of sufficient size and capacity to provide adequate cover for the risks and to administer claims in all countries.

At regular intervals, when programs come due for renewal, the Group invites competing companies to submit bids in order to optimize cover and secure the best possible terms and conditions. The guarantees provided by these programs are reviewed annually and are calculated on the basis of estimated possible losses, the guarantee terms generally available on the market and depending on insurance companies' proposals.

The Group manages uncertainty with respect to general liability by means of a contractual policy that excludes its liability for indirect damage and limits its liability for direct damage to the extent allowed by applicable regulations.

The Group is also exposed to the risk of injury to its customers' employees while operating items of equipment supplied by it. It therefore takes all appropriate steps to ensure that these meet the strictest personnel safety standards. For cases in which malfunction

could not be avoided, the Group's product liability insurance contract covers it against monetary consequences arising from its liability.

The property damage and subsequent business interruption program provides for payment of claims for material damage to buildings or physical assets in accordance with the declared amount for each of its sites worldwide, which the Group reports annually. The program comprises additional guarantees to finance the continuity or reorganization of activity in case of a loss event, particularly regarding the Bordeaux-Cestas (France), Tolland (United States) and Suzhou (China) sites. The program comprises "business continuity" cover against financial loss in the event of a major accident affecting one of the sites and jeopardizing the continuity of all or part of the Group's business. It is backed up by risk prevention measures, based on the findings of the Group insurers' experts.

### 3.2 Risk factors

Lectra is exposed to exogenous and endogenous risks related to the specificities of its business, structure, organization, strategy and business model. Lectra has a risk mapping that is updated as soon as a significant change requires it and at least once a year. This mapping is regularly reviewed with an external service provider.

#### 3.2.1. Assessment of risk factors

The risk factors identified in the mapping are summarized in the table below in descending order of criticality in each category.

The risk factors presented in this chapter are those for which the residual criticality after mitigation actions is assessed at the "material" and "major" levels. They are grouped into four categories.

Risk category	Level of risk	Risk description
<b>Risks related to market conditions</b>	<b>Major</b>	<b>Geopolitical and macroeconomic context</b>
	<b>Material</b>	<b>Competition</b>
	<i>Low</i>	<i>Currency fluctuations</i>
<b>Strategic risks</b>	<b>Material</b>	<b>Drop in demand</b>
	<b>Material</b>	<b>Sales performance</b>
	<b>Material</b>	<b>Adequacy of new offers</b>
	<i>Low</i>	<i>Integration of acquisitions</i>
<b>Operational risks</b>	<b>Material</b>	<b>Succession of key individuals</b>
	<b>Material</b>	<b>Security of internal IT systems and offers</b>
	<b>Material</b>	<b>Protection of personal data</b>
	<b>Material</b>	<b>Complex IT systems architecture</b>
	<b>Material</b>	<b>Key skills and resources</b>
	<i>Moderate</i>	<i>Business continuity</i>
	<i>Low</i>	<i>Dependencies on key suppliers</i>
	<i>Low</i>	<i>Technological obsolescence</i>
<b>Risks related to ethics and compliance</b>	<i>Low</i>	<i>Ethics and compliance</i>

Previously, the risks assessed at the "low" and "moderate" levels were presented in the Annual Financial Report. This year, in accordance with the recommendations of the French Financial Markets Authority (AMF), Lectra has chosen to present only risks assessed at the "material" and "major" levels.

It cannot be ruled out that other risk factors, unidentified or deemed "low" or "moderate", may affect the Group in the future.

In 2025, the dollar exchange rate experienced unprecedented volatility. Although the Group has maintained its rating for the "Currency fluctuations" risk factor at a "low" level over the medium term, it is described below.

### 3.2.2. Description and mitigation of the main risk factors

#### Risks related to market conditions

##### **Risk factor description: Geopolitical and macroeconomic context**

The Group has a global commercial and industrial presence (92% of its 2025 revenues was generated outside France and 62% outside Europe). As a result of this distribution, the Group is exposed to risks generated by political and macro-economic disruptions (economic slowdown due, for example, to conflicts or growing geopolitical tensions, international trade tensions whether related or not to changes in customs duties, etc.). *The economic consequences on the regions where the Group or its customers generate a significant portion of their revenue could negatively impact its ability to produce and sell in certain markets.*

*Due to the international nature of the Group's activities and the globalized markets in its customers' business sectors, the Group is exposed, mainly via its customers, to variations in customs duties related to the geopolitical context.*

The solutions marketed by Lectra represent significant investments for its customers, who may want to wait until they have better visibility on the situation and outlook in their industry before deciding on their investments. Thus, uncertainty related to the economic environment could lead customers to reduce or postpone their investments.

The Group could potentially fail to anticipate the consequences of this context, or even be unable to protect itself against its impact on its business activity and results.

##### Potential impacts on Lectra:

- Loss of revenues
- Loss of profitability

##### Main mitigation actions:

- Development of recurring activity (75% of revenues), with gross profit covering 96% of fixed costs in 2025
- Distribution of the Group's global presence
- Distribution of the Group's activity across different business sectors
- Regionalization of production (France, China, United States)
- Negative working capital requirement
- Detailed communication to investors on the impacts of changes in customs duties

##### **Risk factor description: Competition**

Lectra is exposed to the rise of certain competitors at regional and/or market level and the emergence of a different competitive ecosystem for the Group's new activities.

##### Potential impacts on Lectra:

- Loss of market share
- Loss of leadership

##### Main mitigation actions:

- Detailed competition analysis throughout the year and monitoring of market developments at global and regional levels
- Balanced distribution of the Group's activities between the Americas, Europe and Asia
- Premium positioning
- Investment in R&D
- Acquisitions of innovative startups

##### **Risk factor description: Currency fluctuations**

The Group has a global presence (62% of its 2025 revenues generated outside Europe). A significant portion of its revenues is denominated in various currencies, notably the US dollar, with as a consequence, the depreciation of some currencies against the euro. (see note 3.1 to the consolidated financial statements "SPECIFIC FOREIGN EXCHANGE RISKS – DERIVATIVE FINANCIAL INSTRUMENTS")

##### Potential impacts on Lectra:

- Decreased profitability

##### Main mitigation actions:

- Furthermore, the Group hedges almost all its balance sheet positions through forward currency sales and purchases.

Strategic risks

**Risk factor description: Drop in demand**

New consumption trends (second-hand, sustainability, etc.) could reduce sales of new products and change markets. The needs of Lectra's customers would be changed by this and the complexity of their operations would increase.

The Group is thus exposed to a risk of a decline in customer demand for cutting solutions due to changes in their business models.

Potential impacts on Lectra:

- Drop in revenues

Main mitigation actions:

- Ambitious sustainability policy
- Technological solutions to support customers in managing their operational complexity

**Risk factor description: Sales performance**

The Group is exposed to the risk of inadequate performance by its sales teams. This risk is all the greater as the Group provides its customers with high value-added technological solutions for Industry 4.0 and solutions from recent or future acquisitions that have not yet been mastered by all its teams and which call on rare skills that are difficult to attract and retain.

Potential impacts on Lectra:

- Non-achievement of revenues objectives
- Inadequate marketing of new offers

Main mitigation actions:

- Rollout of training and certifications for sales and Customer Success teams to increase the expertise and quality of the customer relationship
- Increased cooperation between sales, Customer Success and Marketing teams to improve collaboration and promote up-selling and cross-selling
- Reinforcement of the Sales Enablement team with relays in each region and the implementation of 360° training covering the skills necessary to sell new solutions.
- Coaching of sales managers and sales teams
- Implementation of new sales methodologies

**Risk factor description: Adequacy of new offers**

In a competitive global market with regular innovations in solutions brought to market, the Group is exposed to the risk of mismatching between its offers and the expectations of the various markets.

Each year, Lectra invests over 12% of revenues in R&D (13.8% in 2025).

With regard to its new offers, like all technology companies, the Group is exposed to inherent risk factors related to time-to-market, failure to achieve eco-design objectives and a poor understanding of value for customers.

In particular, the specific risks induced by the ongoing transition of software offers to 100% SaaS and the current transition of equipment offers to all 4.0 cutting room offers.

Potential impacts on Lectra:

- No return on R&D investments
- Non-achievement of strategic and financial objectives
- Loss of confidence of customers, investors and teams

Main mitigation actions:

- Definition of a 2030 strategy and implementation of three-year strategic roadmaps with the Strategic Committee, the Executive Committee and numerous Group experts
- Continuous competitive monitoring
- Permanent market analysis
- Action plans to implement eco-design in new projects (described in section 2.3.4 of this report)
- Every three months, the Chairman and Chief Executive Officer, the Deputy CEO and the Chief Technology Officer review the product and R&D plans with the relevant teams
- Gradual launch of new offers (needs analysis, prototyping, testing, pre-launch, official launch)
- Breakdown of the value proposition of offers by market but also by market segment and "Buying Persona" to better match the customer's specific characteristics and expectations

### Operational risks

#### **Risk factor description: Succession of key individuals**

The succession plans for key persons are a risk factor for the Group.

First and foremost, the Chairman and Chief Executive Officer, whose name is inseparable from that of Lectra, for investors and the teams. Then, additionally, key people at Executive Committee level, as well as the founders of acquired companies strongly associated with the success and image of their companies.

In future successions, governance will be decisive in guaranteeing a smooth transition and maintaining organizational balance.

The succession of key individuals is considered to be material information and is included in the double materiality assessment in the Sustainability Report.

#### **Potential impacts on Lectra:**

- Slowdown in activity
- Decline in investor, customer and team confidence
- Decline in the Group's stock market valuation

#### **Main mitigation actions:**

- Identification of key positions and then validation by the members of the Executive Committee with the Chairman and Chief Executive Officer, the General Secretary and the Senior Vice President Human Resources of succession plans (as part of the "Attractiveness, skills development and employee succession" policy)
- Formalization of development plans for the growth of employees identified in the succession plans
- Regular recruitment or promotion of new talent to strengthen the management team
- Regular sharing with the Board of Directors foreseeable changes in the Executive Committee and key positions
- An ad hoc Committee of the Board of Directors has been set up to plan the succession of the Group's Chairman and Chief Executive Officer

#### **Risk factor description: Security of internal IT systems and offers**

The Group faces many challenges that increase its exposure to threats and make cybersecurity a major issue, such as:

- the cloud strategy,
- Industry 4.0,
- increased connectivity and dependence on equipment software, and
- strengthening the cybersecurity regulatory framework.

Thus, the Group is exposed to risks related to the security of its internal information systems (allowing its business continuity) and related to its offers (allowing the continuity of its customers' activity) for technical reasons or due to cyberattacks.

These risks, and the corresponding mitigation measures implemented, are among the major material challenges and are described in the Sustainability Report's double materiality matrix

#### **Potential impacts on Lectra:**

- Blocking of internal information systems and interruption to the Group's activities
- Blocking cloud offer infrastructure and interruption to customers' activities
- Data integrity breach
- Damage to the Group's reputation
- Administrative penalties

#### **Main mitigation actions:**

- Implementation of a cybersecurity roadmap to secure internal information systems and cloud services (including in particular control of infrastructure, data center, workstation security, authentication and access control to information systems, cloud risk management with suppliers, systems monitoring, etc.)
- Continuous implementation of offer vulnerability tests and corrective actions
- Implementation of ethics hacking tests and annual penetration testing campaigns
- Raising awareness and training of R&D teams in best practices for securing IT developments
- Raising awareness of all employees and multi-year tests

**Risk factor description: Data protection**

The Group is exposed to the risk of loss, theft or destruction of data such as:

- commercial data (e.g. loss or theft of data in customer relationship management software)
- design data/intellectual property data (theft of data concerning future Lectra software and equipment as well as certain consumables)
- Personal data (notwithstanding the fact that the personal data processed is relatively limited and narrow in scope).

Potential impacts on Lectra:

- Loss of stakeholder confidence
- Legal proceedings
- Financial losses
- Damage to the Group's reputation

Main mitigation actions:

- Creation of the data register and continuous updating across the entire Group scope
- Deployment of a cybersecurity roadmap
- Support for the business teams from the cybersecurity and compliance teams as well as the Data Protection Officer to secure the systems for processing customer data and personal data
- Employee awareness-raising

**Risk factor description: Complex IT systems architecture**

The Group's activities are continuously and increasingly dependent on the proper functioning of its information systems.

The Group has added a number of IT systems to its application landscape over the course of company acquisitions and notably manages two main ERPs, as well as independent ERPs used in recent acquisitions. This context exposes the Group to a risk related to lack of harmonization and/or obsolescence of systems.

Potential impacts on Lectra:

- Duplication of operating procedures generating loss of productivity
- Lack of data reliability

Main mitigation actions:

- Alignment and simplification of Group processes
- Implementation of a plan for the continuous improvement, optimization and transformation of information systems
- Development and implementation of a common tool dedicated to the creation of quotes and the management of the life cycle of contracts
- Development of a five-year plan for the gradual switchover to common tools (in particular a Group ERP)

**Risk factor description: Key skills and resources**

The Group's performance is largely based on the skills and expertise of its teams.

The Group is exposed to tensions in the labor market, particularly in the technology sector, which have made it more difficult to recruit and retain talent, given its scarcity. The Group's success also depends on its ability to retain and develop the skills of its employees, particularly through training.

Potential impacts on Lectra:

- Loss of efficiency caused by uncontrolled staff turnover or recruitment difficulties
- Loss of leadership caused by departures from the management team or certain experts that may complicate the management and execution of strategy

Main mitigation actions:

- Strengthening the employer brand
- Improvement of recruitment and onboarding procedures for new employees
- Adjustment of compensation scales
- Inclusive, diverse and stimulating work culture at the heart of its sustainability strategy
- Lectra has made strong commitments to diversity and inclusion, work/life balance, and to ensuring the health and safety of its teams.

## 4. Off-balance sheet items

### 4.1 Off-balance sheet items relating to the Group's financing

The Company, through its banks, had given a total of €2.5 million in guarantees to customers, to lessors in connection with lease contracts, or to suppliers and service providers at December 31, 2025 (€2.9 million at December 31, 2024).

Foreign exchange risk hedging of balance sheet positions at December 31, 2025 comprised forward sales or purchases of foreign currencies (mainly US dollars, GB pounds and Chinese yuan offshore) for a net total equivalent value (sales minus purchases) of negative €38.0 million (negative €52.7 million at December 31, 2024).

### 4.2 Off-balance sheet items relation to the Group's operating activities

The only off-balance sheet items relating to operating activities concern normal security contracts, catering services, reception desk contracts, office equipment rentals, etc., as well as Group management software subscription contracts used in the Group information system, which may be canceled in accordance with contract terms. These items are discussed in the notes to the consolidated financial statements.

The Group's off-balance sheet items relating to operating activities at December 31, 2025 were valued using the same methodology as in previous years.

## 5. Research and development

The Group invests significantly in research and development (R&D).

Consisting mainly of trained engineers, they span a wide array of specialties across a broad spectrum from software development and internet services through electronics, mechanical engineering, as well as expert knowledge of the Group's customers' businesses. The Group also has recourse to specialized subcontractors, accounting for a small proportion of its total R&D spending.

At December 31, 2025, the R&D teams comprised 716 people (707 at December 31, 2024), distributed as follows:

R&D headcount (in number of person)	2025	2024
France	370	359
Romania	115	128
United States	51	60
India	43	33
China	22	21
Italy	24	20
Belgium	15	12
Spain	42	42
United Kingdom	4	2
Subcontractors	30	30
<b>TOTAL</b>	<b>716</b>	<b>707</b>

In addition, the Group is investing in advanced research and studies, drawing on areas of excellence across an array of laboratories, universities, schools, competitiveness clusters and technology centers. Partnership contracts with various actors have been implemented, accelerating and reinforcing Lectra's innovative capabilities.

The table below shows the change in Research and Development expenses between 2024 and 2025, which was entirely expensed for the period and included in fixed costs:

In million of euros	2025	2024
R&D costs	69.7	67.6
% revenue	13.8%	12.8%
Net R&D costs <sup>(1)</sup>	65.1	62.0

(1) After deducting research tax credit applicable in France and grants received

As a result of these substantial R&D efforts (€430 million invested over the past 10 years, only counting outlays by acquired companies once they are integrated into the Group's consolidated financial statements), the Group has a major technological asset that is valued at zero in the statement of financial position. The Group has thus maintained and even strengthened its technology lead over its competitors.

## 6. Sustainability Report

The Sustainability Report prepared in accordance with Article L. 232-6-3 of the French Commercial Code (*Code de commerce*) is appended to the Management Discussion and Analysis and appears on Chapter 2 of the Annual Financial Report.

## 7. Parent company

### 7.1 Parent company financial statements

The accounting rules and methods are unchanged from those applied in the previous fiscal year.

The Company's financial statements show the following:

(in millions of euros)	2025	2024	2023
Net revenues	232.3	235.0	223.4
Operating income	16.3	27.9	26.0
Net income before tax	19.0	25.3	24.5
Net income	19.7	24.4	22.0

At December 31, 2025, shareholders' equity before appropriation of earnings amounted to €446.5 million (€522.6 million at December 31, 2024).

Pursuant to Article 223 quater of the French General Tax Code, the total amount of non-tax deductible expenses and charges, referred to in 4° of Article 39 of said Code, was €132,623 (this total amount corresponds to the portion of company vehicle leases that is not tax-deductible) and the corresponding tax paid by the Company was €33,876.

	2025		2024		2023	
	Amount <sup>(1)</sup>	% <sup>(2)</sup>	Amount <sup>(1)</sup>	% <sup>(2)</sup>	Amount <sup>(1)</sup>	% <sup>(2)</sup>
Number of affected invoices (in thousands of euros)		678		705		918
Overdue portion of invoices	6,376	5%	6,426	5%	6,188	5%
- Less than 31 days	1,148	1%	894	1%	629	1%
- From 31 to 60 days	360	0%	712	1%	737	1%
- From 61 to 90 days	330	0%	506	0%	461	0%
- More than 90 days <sup>(3)</sup>	4,538	4%	4,314	4%	4,361	4%

(1) Share of the total pre-tax amount of the invoices concerned, in thousands of euros.

(2) As a percentage of the total pre-tax purchases of the fiscal year (including capital expenditures)

(3) Overdue payables of more than 90 days relate only to foreign suppliers and the Company's foreign subsidiaries. These intra-group payables are offset by the corresponding intra-group receivables overdue for more than 90 days.

### 7.2.2. Customer payment terms

The table below shows the number and amount of the unpaid portion of invoices issued and past due on the basis of the contractual payment terms, at the reporting date. This amount is broken down by maturity and expressed as a percentage of revenues for the fiscal

	2025		2024		2023	
	Amount <sup>(1)</sup>	% <sup>(2)</sup>	Amount <sup>(1)</sup>	% <sup>(2)</sup>	Amount <sup>(1)</sup>	% <sup>(2)</sup>
Number of affected invoices (in thousands of euros)		1410		1619		2000
Overdue portion of invoices	14,290	6%	16,563	7%	12,510	6%
- Less than 31 days	4,672	2%	3,405	1%	4,183	2%
- From 31 to 60 days	1,131	0%	2,427	1%	1,046	0%
- From 61 to 90 days	688	0%	1,077	0%	1,324	1%
- More than 90 days <sup>(3)</sup>	7,801	3%	9,653	4%	5,957	3%

(1) Share of the total pre-tax amount of the invoices concerned, in thousands of euros.

(2) As a percentage of the total pre-tax sales of the fiscal year (including capital expenditures)

(3) Overdue receivables of more than 90 days relate only to foreign customers and the Company's foreign subsidiaries. These intra-group receivables are partially offset (for €4,538 thousand) by intra-group payables that have also been overdue for more than 90 days.

Pursuant to Article R. 225-102 of the French Commercial Code (*Code de commerce*), the summary table of Lectra's earnings for the last five fiscal years is provided in Chapter 14 of this Report. The information contained therein was prepared in accordance with the provisions of ANC Regulation No. 2022-06 on the French General Chart of Accounts.

### 7.2 Information on customer – supplier payment terms

In accordance with the provisions of Article L. 441-14 of the French Commercial Code (*Code de commerce*), companies must publish information on the payment terms of their suppliers and customers.

#### 7.2.1. Supplier payment terms

The table below shows the number and amount of the unpaid portion of invoices past due on the basis of the contractual payment terms, at the reporting date. This amount is broken down by maturity and related as a percentage to the total amount of purchases for the fiscal year. In this approach, social security liabilities, customer deposits, unpaid invoices and credit notes, and currency translation adjustments are excluded from the item trade payables and other short-term liabilities in the financial statements.

year. Under this approach, disputed invoices, unissued invoices and credit notes as well as currency translation adjustments are excluded from the item trade receivables and related accounts in the financial statements.

### 7.3 Information on existing branches

Pursuant to Article L. 232-1 of the French Commercial Code (*Code de commerce*), it is specified that at December 31, 2025 the Company had two branches in France:

- Chemin de Marticot – 33610 Cestas;
- 40-42, avenue Georges Pompidou – 69003 Lyon.

### 7.4 Information on the parent company's employee shareholding structure

At the end of the 2025 fiscal year, the Company was aware of the ownership by its employees and staff of companies related to it within the meaning of Article L. 225-180 of the French Commercial Code (*Code de commerce*), under the company savings plan provided for by Articles L. 3332-1 et seq. of the French Labor Code (*Code du travail*), and by employees and former employees in the context of company mutual funds, of 163,690 Company shares, i.e. 0.40% of the share capital.

## 8. Appropriation of Earnings

The Board of Directors has decided to propose to the shareholders during their Shareholders' Meeting on April 29, 2026, the payment of a dividend to €0.35 per share in respect of fiscal year 2025. The gross dividend represents a payout ratio of 52% of 2025 consolidated net income and a yield of 1.4% based on the December 31, 2025 closing share price.

Subject to approval by the Shareholders' Meeting of April 29, 2026, the dividend will be payable on May 6, 2026.

Pursuant to the provisions of the first paragraph of Article 243 bis of the French General Tax Code, the entire dividend is eligible for the 40% deduction provided for under Article 158, section 3, sub-section 2, of the French General Tax Code when paid to individual shareholders domiciled in France for tax purposes and eligible for this deduction.

Therefore, the Board of Directors proposes to appropriate the net income for the 2025 fiscal year as follows:

Amounts in euros	Year 2025
<b>Net income for the year</b>	<b>€19,727,446</b>
<b>Retained earnings brought forward from prior years</b>	<b>€140,776,301</b>
Appropriation to the legal reserve	€9,699
Distributable profit	€161,494,048
To the payment of a dividend €0.35 per share <sup>(1)</sup>	€13,308,716
To retained earnings <sup>(1)</sup>	€6,409,031
<b>Retained earnings after appropriation</b>	<b>€147,185,333</b>

(1) Calculated on the basis of the shares eligible for dividends, on the basis of the 38,063,263 shares making up the capital stock at December 31, 2025 after deducting of the 38,361 treasury shares at that date (as treasury shares are not eligible for dividends). The actual amounts of the total dividend payout and the appropriation to retained earnings will depend on the number of shares held in treasury by the Company on the dividend payout date.

Dividends paid in respect of the previous three fiscal years were as follows:

Fiscal year	2024	2023	2022
Dividend per share <sup>(1)</sup>	€0.40	€0.36	€0.48
Number of shares eligible <sup>(2)</sup>	37,930,806	37,847,354	37,762,408
<b>Total Dividend global payout<sup>(2)</sup></b>	<b>€15,172,322</b>	<b>€13,625,047</b>	<b>€18,125,956</b>

(1) Before deduction and before withholding for tax and social security contributions

(2) Considering treasury shares on the dividend payout date

## 9. Share capital – ownership – share price performance

### 9.1 Change in share capital

At December 31, 2025, the share capital came to €38,063,263, divided into 38,063,263 shares with a par value of €1.00. Since January 1, 2025, the share capital's par value increased by €96,989 (with a share premium of €1,657,547) due to the creation of 96,989 shares, resulting from the exercise of stock options.

### 9.2 Main shareholders

The Shareholders' Meeting of April 25, 2025 canceled the double voting rights that had existed until then. At the date of this report, to the Company's knowledge:

- Daniel Harari holds 12.7% of the Company's share capital and voting rights;
- On July 24, 2025, Alantra EQMC Asset Management SGIC (Spain) declared that it had crossed above the thresholds of 10% of the share capital and voting rights of the Company;
- On September 24, 2025, Fidelity Management & Research Company LLC (United States) declared that it had crossed below the thresholds of 5% of the share capital and voting rights of the Company;
- On October 30, 2025, FMR LLC (United States) declared that it had, directly and indirectly through the companies it controls, crossed below the thresholds of 5% of the share capital and voting rights of the Company;
- On October 30, 2025, Amiral Gestion (France) declared that it had crossed above the thresholds of 5% of the share capital and voting rights of the Company;
- On February 24, 2026, Fivespan Partners LP (United States) declared that it had crossed above the thresholds of 10% of the share capital and voting rights of the Company following a previous declaration made on December 22, 2025, when it had crossed above the thresholds of 5%;
- Brown Capital Management (United States) and Kempen Oranje Participaties (Netherlands) each hold more than 5% (and less than 10%) of the share capital and voting rights of the Company;

No other shareholder has declared holding more than 5% of the share capital and voting rights.

Thus, Daniel Harari, Alantra EQMC Asset Management and Fivespan Partners LP hold more than 10% of the Company's share capital and voting rights, while Amiral Gestion, Brown Capital Management and Kempen Oranje Participaties hold more than 5% of the share capital and voting rights.

### 9.3 Shareholding pacts and agreements

At the date of publication of this report, the Company is not bound by any shareholders' agreement or pact.

### 9.4 Treasury shares

At December 31, 2025, the Company held 0.10% of its own shares within the framework of the liquidity agreement managed by Natixis ODDO BHF.

### 9.5 Granting of stock options – potential share capital

The Shareholders' Meeting of April 29, 2022, renewed the authorization given to the Board of Directors to grant stock options, for a maximum of 1.2 million options for the same number of shares with a par value of €1.00, in accordance with the conditions described in the Report of the Board of Directors to the said meeting and in its thirteenth resolution. This authorization was given for a period of 38 months and expired on June 28, 2025.

No subsidiary of the Company has opened a stock option or stock purchase plan for Lectra stock.

#### 9.5.1. Stock option granting policy

Lectra has a long-standing policy of employee participation in its capital; this is an essential component of a sound compensation policy, and assures shareholders that the priority of the Group's key employees is the long-term development of the Company. Stock options have proven over time to be an effective mechanism for retaining employees, for incentivizing them to actively contribute to Lectra's development, and for attracting new talent.

The main features of the Company's stock option plans are as follows:

#### → Exercise price

The exercise price shall not be less than the average price of the share listed for the 20 trading sessions prior to the decision by the Board of Directors to grant the options.

#### → Beneficiaries

The list of beneficiaries is drawn up by the Board of Directors, on a proposal by the Chairman and Chief Executive Officer and a recommendation by the Compensation Committee.

Option beneficiaries fall into three categories:

- members of the Executive Committee (except for the Chairman and Chief Executive Officer, who receives no stock options);
- the senior Group managers;
- other employees whose contribution is considered significant.

#### → Performance conditions

Since 2022, all<sup>(1)</sup> options granted to members of the Executive Committee are subject to performance conditions based on the year of the grant and the following two years, as per criteria that measure both the results for the year just ended and the more medium- and long-term effects on results. The final number of options is calculated ex-post with reference to the percentage fulfillment of targets set for the beneficiary and validated by the Board of Directors' meeting approving the financial statements for the third year after they were granted.

One half of the options granted to senior Group managers, as in years prior to 2022, is subject to performance conditions aligned with the objectives of Lectra's strategic roadmap. The final number of options is calculated with reference to the percentage fulfillment of targets set for the beneficiary for the year of the grant, and validated by the Board of Directors' meeting approving the financial statements for the year following the year they were granted.

(1) Prior to 2022, 50% of the options granted to members of the Executive Committee were subject to performance conditions based on the results of the year of the grant.

→ Vesting period, absence of lock-up period, employment requirement, and option validity period

Options for which exercise rights have been acquired may be exercised, in full or in part, from the end of a vesting period applicable to all beneficiaries. For plans prior to 2025, this period is four years. From 2025, it is set at three years.

No lock-up period is applicable.

All plans require that the beneficiary continue to be an employee of the Company, or an employee or company officer (*mandataire social*) of one of the companies in the Group, from the date of the grant to the time the options are vested, it being specified that the right to exercise these options vests on a single occasion at the end of the three- or four-year period starting on January 1 of the year of granting. In the event of the departure of a beneficiary before this date, all options that were granted to the beneficiary cease to be valid.

By way of exception, the right to exercise options shall be maintained in the event of the death of the beneficiary, or retirement at the statutory pensionable age in the beneficiary's country. Provided the death or retirement occurs between January 1 of the year following the grant and the end of the three- or four-year vesting period (that is, for 2025 plans, between January 1, 2025 and December 31, 2027) the right to exercise options shall be maintained in full for options whose vesting depends solely on presence, up to the maximum number of options calculated on the basis of the beneficiary's performance for options for which the right to exercise options is also conditional on actual performance.

Allocation of the 2025 plan

Main features	Sub-plan 1	Sub-plan 2	Sub-plan 3	Sub-plan 4	Sub-plan 5	Sub-plan 6	Sub-plan 7	Sub-plan 8
Date of Shareholders' meeting authorization	4/29/22	4/29/22	4/29/22	4/29/22	4/29/22	4/29/22	4/29/22	4/29/22
Date of the Board of Directors meeting	6/5/25	6/5/25	6/5/25	6/5/25	6/5/25	6/5/25	6/5/25	6/5/25
Vesting date	12/31/27	12/31/27	12/31/27	12/31/27	12/31/27	12/31/27	12/31/27	12/31/27
Grant conditions	New grants	New grants	New grants	Grants subject to waiver of the 2022 plan (sub-plan granted to members of the Executive Committee)	Grants subject to waiver of the 2023 plan (sub-plan granted to members of the Executive Committee)	Grants subject to waiver of the 2024 plan (sub-plan granted to members of the Executive Committee)	Grants subject to waiver of the 2022-2024 plans (granted to Senior Managers)	Grants subject to waiver of the 2022-2024 plans (granted to others collaborators)
Performance conditions	Objectives to be achieved over 3 years (2025-2027) for all options - to be calculated in 2028	Objectives to be achieved over 1 year (2025) for 50% of options - to be calculated in 2026	No performance conditions	Objectives to be achieved over 3 years (2022-2024) for all options - already calculated in 2025	Objectives to be achieved over 3 years (2023-2025) for all options - to be calculated in 2026	Objectives to be achieved over 3 years (2024-2026) for all options - to be calculated in 2027	Performance already calculated in 2025	No performance conditions
Number of beneficiaries at grant date	10	23	356	7	7	10	22	322
Maximum number of options granted	140,934	84,619	303,512	15,077	58,198	88,314	79,686	332,228

The beneficiaries of these stock option plans are either employees of the Company or employees or company officers of its subsidiaries. The Company's only executive officer (*dirigeant mandataire social exécutif*), Daniel Harari, has held no stock options since 2000.

The options are valid for a period of eight years from the date of granting.

9.5.2. 2025 Stock option plan

The Board of Directors, meeting on June 5, 2025, granted, in respect of the 2025 stock option plan, a maximum of 1,102,568 options to 458 beneficiaries, at an exercise price of €24.75 per option, and breaking down between:

- an allocation of a maximum of 529,065 new options spread over three sub-plans with presence and/or performance conditions depending on the type of beneficiary;
- an allocation of a maximum of 573,503 options subject to the condition of waiver by the beneficiaries of previous plans not vested and granted in 2022, 2023 and 2024. This plan provides for the allocation of a number of new options equal to that granted under said plans, subject to the waiver by each interested party of all of their options resulting from said plans. This allows the beneficiaries concerned to envisage a capital gain on the options granted in previous years, with an exercise price of €24.75 (instead of €38.50, €28.25 and €32.50, respectively, for the 2022, 2023 and 2024 plans), but without an increase in dilution.

It should be noted that one beneficiary was allocated several 2025 sub-plans.

The table below presents a summary of the different sub-plans allocated:

For options linked to the performance of their beneficiaries, the final number of options is then calculated according to the percentage achievement of the objectives set for the reference periods specified in the table above. It also takes account of departures between the grant date and the end of the year.

## 01 – MANAGEMENT DISCUSSION AND ANALYSIS

### 9.5.3. Outstanding stock options at December 31, 2025

96,989 options granted under the different outstanding stock option plans at December 31, 2025 were exercised during fiscal year 2025 and 709,021 options ceased to be valid due to partial achievement of objectives, the departure of their beneficiaries or the fact that they had not been exercised and/or were canceled following the refusal of the 2025 plan subject to the waiver condition.

	Number of options
Options outstanding at December 31, 2024	1,463,680
Options granted in 2025	529,065
Total number of options subject to the waiver condition under the 2022, 2023 and 2024 plans	573,503
Options exercised during the year	(96,989)
Stock options expired / canceled during the year	(688,373)
Options outstanding at December 31, 2025	1,780,886

Lectra also has a long-standing policy of selective employee participation in its capital through the granting of stock options as decided by the Board of Directors following the recommendations of the Compensation Committee. At December 31, 2025, 520 people (active and former employees) benefitted from stock options.

At December 31, 2025, the maximum number of shares liable to comprise the share capital, including all new shares that may be issued

following the exercise of outstanding stock options and eligible for the subscription of new shares, is 39,844,149, consisting of:

- share capital: 38,063,263 shares;
- stock options: 1,780,886 shares.

Each option entitles the holder to purchase one new share with a par value of €1.00 at the exercise price set by the Board of Directors on the grant date. If all of the outstanding stock options at December 31, 2025 were exercised – regardless of whether the beneficiary's rights to exercise options have vested or not – and regardless of their exercise price relative to their market price at December 31, 2025, the share capital would increase by €1,780,886, with a total issue premium of €40,563,486. The potential dilution would thus be 4.5%.

Note 17.5 to the consolidated financial statements contains full details of the vesting conditions, exercise prices, and exercise dates and conditions of all outstanding stock options at December 31, 2025.

The Board of Directors' special report, as mandated under Article L. 225-184 of the French Commercial Code (*Code de commerce*), will be made available prior to the Shareholders' Meeting of April 29, 2026, on the Company website (<https://www.lectra.com/en/investors/shareholder-information/shareholders-meetings>).

### 9.5.4. Summary of stock option plans

The following is the historical table of stock options granted:

Plans	2025	2024	2023	2022	2021	2020	2019	2018	2017
Date of the Shareholders' meeting <sup>(1)</sup>	4/29/22	4/29/22	4/29/22	4/29/22	4/27/18	4/27/18	4/27/18	4/27/18	4/30/14
Date of the Board of Director's meeting	6/5/25	6/7/24 8/29/24	6/8/23	6/8/22	6/8/21	6/9/20	6/12/19	6/12/18	6/8/17
Total number of shares available for subscription	529,065	311,270	261,865	184,990	208,441	837,236	364,662	370,591	399,794
Total number of shares subject to the waiver condition for 2022 - 2023 - 2024 plans <sup>(2)</sup>	573,503								
Daniel Harari, Chairman and Chief Executive Officer	0	0	0	0	0	0	0	0	0
Starting date for the exercise of options	6/6/28	6/8/28	6/8/27	6/9/26	6/9/25	6/10/24	6/13/23	6/13/22	6/9/21
Expiry date	6/5/33	6/7/32	6/7/31	6/8/30	6/8/29	6/9/28	6/12/27	6/12/26	6/9/25
Subscription price (in euros)	24.75	32.50	28.25	38.50	33.50	18.0	22.50	22.25	28.25
Methods of exercise (when the plan comprises several tranches)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of shares subscribed on December 31, 2025	0	0	0	0	0	178,531	6,115	14,222	11,645
Cumulative number of subscription options cancelled or lapsed	77,888	303,840	236,757	160,816	47,211	123,217	357,301	354,839	388,149
<b>Subscription options remaining in force at the end of the fiscal year</b>	<b>1,024,680</b>	<b>7,430</b>	<b>25,108</b>	<b>24,174</b>	<b>161,230</b>	<b>535,488</b>	<b>1,246</b>	<b>1,530</b>	<b>0</b>

(1) Date of the Shareholders' Meeting that authorized the creation of the stock option plan, used by the Board of Directors when granting stock options each year.

(2) grant of options subject to the waiver condition under the 2022, 2023 and 2024 plans (see section 9.5.2)

## 01 – MANAGEMENT DISCUSSION AND ANALYSIS

### 9.6 Absence of bonus shares

The Company has never submitted a plan to grant bonus shares for approval to the Shareholders' Meeting. Consequently, the Board of Directors has not prepared a special report on the granting of bonus shares as provided under Article L. 225-197-4 of the French Commercial Code (Code de commerce).

### 9.7 Stock exchange Indices

The Company is included in the CAC All Shares, CAC Technology, EN Tech Croissance, Euronext Tech Leaders and ENT PEA-PME 150 indices.

Its shares are eligible for Euronext's standard Deferred Settlement Service (SRD), allowing French investors to defer settlement or delivery of securities.

The Company is eligible for inclusion in French SME ("PEA-PME") equity savings plans.

### 9.8 Share price performance and trading volumes

The market capitalization came to €0.97 billion at December 31, 2025 (€0.99 billion at December 31, 2024). According to Bloomberg, 20.8 million shares were traded on all platforms in 2025 (15.1 million in 2024), including 33% on Euronext.

The Company's share price at December 31, 2025 was €25.50, down 2% compared to December 31, 2024 (€26.00). It reached a low of €21.45 on November 18 and a high of €30.55 on February 14. In 2025, the CAC Mid 60 and Euronext Tech Leaders indices, to which Lectra belongs, changed by +8% and +13%, respectively.

### 9.9 Transactions in shares by senior executives and assimilated persons

In accordance with Article 223-26 of the General Regulation of the AMF, the following is the summary statement of transactions in Lectra shares carried out by company officers, senior executives (not company officers), and closely-related persons, during the 2025 fiscal year, as reported to the AMF and to the Company (when the total amount of transactions carried out by the person in question exceeds the threshold of €20,000):

Directors and similar persons <sup>(1)</sup>	Date	Nature of transaction	Number of share	Price (in euros)	Value (in euros)
<b>Members of the Executive Committee</b>					
Maximilien Abadie	1/2/25	Acquisition of stock-options	5,374	0	Na
Olivier du Chesnay	1/2/25	Acquisition of stock-options	8,359	0	Na
Maximilien Abadie	2/21/25	Exercise of stock options Sale of shares	1,000	€18.00 €29.00	€18,000 €29,000
<b>Company Officers</b>					
Jérôme Viala <sup>(2)</sup>	1/2/25	Acquisition of stock-options	17,911	0	Na
Hélène Viot-Poirier	3/14/25	Acquisition of shares	450	€26.00	€11,700
Karine Calvet	5/13/25	Acquisition of shares	250	€24.948	€6,237

<sup>(1)</sup>The individuals required to declare their transactions in the Company's securities are the corporate officers, namely the Chairman and Chief Executive Officer and the Directors, as well as the Deputy Chief Executive Officer (since July 2024), the Chief Financial Officer and the General Secretary (since December 9, 2024), the latter three being members of the Executive Committee.

<sup>(2)</sup>Jérôme Viala, a member of the Executive Committee through March 31, 2024, retired before being elected a Director by the Shareholders' Meeting of April 26, 2024.

### 9.10 Compliance with the Transparency Directive and the General Regulation ("MAR") – regulated disclosure

The Company complies with the financial disclosure obligations of companies listed on Euronext Paris, which took effect on January 20, 2007. These obligations are spelled out in Title 2, Book II of the General Regulation of the AMF concerning periodic and continuous disclosure as supplemented by (i) AMF position-recommendation 2016-05 "Guide to periodic disclosures by listed companies," and (ii)

position-recommendation 2016-08 "Guide to ongoing disclosure and management of inside information," both of which became applicable on October 26, 2016.

Lectra distributes regulated information electronically through a professional distributor that meets the criteria set by the General Regulation of the French Financial Markets Authority (AMF), and puts regulated information online on its website as soon as it is released, in compliance with the financial information obligations for companies listed on Euronext Paris, which came into force on January 20, 2007.

## 10. Share buyback program

### 10.1 Current share buyback program

The Ordinary Shareholders' Meeting of April 25, 2025, in its eleventh resolution, granted authority to the Company to trade in its own shares for a period of eighteen (18) months from the date of the said Meeting to maintain a liquid market in the Company's shares, via an

authorized investment services provider acting within the framework of a Liquidity Agreement in compliance with regulations and market practice allowed by the AMF.

Relevant transaction	Period of the authorization	Maximum purchase price per share	Gross maximum amount	Maximum number of shares
Share buyback program	18 months	€60	10 million euros	2% of the share capital

Such shares may be acquired, sold or transferred in accordance with the conditions set forth by the AMF, by any means, *inter alia* on the market or over-the-counter, including through the acquisition or sale of blocks of shares, or through the use of derivative financial instruments, at such times as the Board of Directors, or the person acting on behalf of the Board of Directors, shall deem appropriate.

However, from the time of filing of an outside public tender offer for Company shares, and until expiration of the offer period, the Board of Directors is barred from implementing its share buyback program; nor may the Company continue its execution without prior authorization by the Shareholders' Meeting.

The purchase price of the shares shall not exceed €60 per share. The gross maximum amount to be used in the share buyback program shall be €10 million. Both these amounts are exclusive of transaction-related costs.

This authorization may be used for a number of shares representing up to 2% of the share capital of the Company on the day of the Shareholders' Meeting held on April 25, 2025; this will be adjusted, if required, to take account of subsequent operations affecting the share capital, it being specified that the number of shares counted for the purpose of the above-mentioned 2% threshold shall correspond to the number of these shares purchased, less the number of shares sold under the liquidity agreement during the period of the authorization. At no time whatsoever shall the Company's purchases lead to the Company holding over 10% of the shares comprising the share capital.

### 10.2 Transactions by the Company on its own shares in fiscal year 2025

#### 10.2.1. Liquidity agreement

Since 2012, the liquidity of transactions and the regularity of quotations of Lectra shares have been ensured through a Liquidity Agreement. Since September 2022, this Liquidity Agreement, signed in accordance with regulations and market practices recognized by the AMF, has been awarded to Natixis ODDO BHF.

Under this Liquidity Agreement, in fiscal year 2025, the Company purchased 371,211 shares at an average price of €24.56 and sold 368,318 shares at an average price of €24.72.

Consequently, at December 31, 2025, the Company held 38,361 Lectra shares (or 0.10% of the share capital), at a par value of €1.00, with an average purchase price of €23.06, entirely under the Liquidity Agreement, together with €885 thousand in cash and cash equivalents.

#### 10.2.2. Share buybacks outside of the Liquidity Agreement

The Company only buys back its shares under the liquidity agreement.

#### 10.2.3. Share cancellations

The Company did not cancel any shares between January 1, 2025, and the date of this Report.

### 10.3 Description of the share repurchase program submitted to the Shareholders' Meeting for approval

In accordance with the provisions of Articles L. 22-10-62 et seq. of the French Commercial Code (*Code de commerce*), Regulation (EU) No. 596/2014 of the European Parliament and of the Council of April 16, 2014, as well as any other legislative and regulatory provisions that may become applicable, the Shareholders' Meeting of April 29, 2026 will be asked to grant the Board of Directors a new, broader authorization, the main features of which are set out below. The new authorization would be granted for a period of 18 months expiring on October 28, 2027 and would replace the previous authorization on the date of the Shareholders' Meeting.

The key features of the new share buyback authorization are as follows:

- the maximum number of shares that may be acquired would represent 10% of the share capital;
- the maximum purchase price would be €40 per share and the maximum amount of funds that could be committed to the share buyback program would be €50,000,000;
- share buybacks could have several purposes, namely:
  - market making for Lectra's shares, as part of a liquidity agreement entered into with an investment services provider, in accordance with the market practice accepted by the French Financial Markets Authority
  - the delivery of shares in respect of the exercise of stock options by employees of the Company and employees and/or company officers of companies or groups related to it under the conditions set out in Article L. 225-180 of the French Commercial Code,
  - the implementation of any plan to allocate shares to employees of the Company and to employees and/or company officers of companies or groups related to it under the conditions set out in Article L. 225-180 of the French Commercial Code,
  - the sale of shares to employees (directly or through employee savings funds) under employee shareholding plans or company savings plans,
  - delivery of shares during the exercise of rights attached to securities providing access to share capital by redemption, conversion, exchange, presentation of a warrant or via any other means,
  - the holding and subsequent delivery of shares as payment or exchange in respect of acquisitions, and
  - the cancellation of shares up to the maximum legal limit, within the scope of the authorization in force at the time to reduce the share capital, as granted by the Shareholders' Meeting;
- the acquisition, disposal, exchange or transfer of these shares may be carried out under the conditions provided for by the regulations, on one or more occasions, by any means, in particular on any market or over the counter, including by acquisition or sale of blocks of shares and by the use of derivative financial instruments;
- these transactions may be carried out at the periods deemed appropriate by the person acting on delegation of the Board of Directors, it being understood that in the event of the filing by a third party of a public offer for the Company's shares and until the end of such offer period, the Board of Directors may not implement this authorization nor may the Company continue with a share buyback program, unless previously authorized by the Shareholders' Meeting.

## 11. Significant post-closing events

No significant event is to be reported.

## 12. Financial calendar 2026

2026 Q1 financial results	April 28, 2026
2026 Annual Ordinary Shareholders' Meeting	April 29, 2026
2026 half-year financial results	July 30, 2026
2026 Q3 financial results	October 28, 2026
2026 annual financial results	February 10, 2027

## 13. A long-term vision

### 13.1 Markets undergoing profound changes

Global markets are undergoing accelerated restructuring. Traditional benchmarks are fading, while a climate of permanent uncertainty is setting in. Geopolitical tensions, the volatility of tariffs and the fragility of macroeconomic balances are disrupting trade and industrial policies. Fluctuations in raw material and component costs, combined with unpredictable business policies, are making planning more complex than ever for the companies that Lectra accompanies.

In this context, uncertainty is becoming the norm. Companies are having to constantly adapt, demonstrate agility and rethink their models to maintain their competitiveness.

At the same time, AI is emerging as a powerful transformative force across all industries. It is revolutionizing processes, lowering technological barriers, and creating major gaps in terms of competitiveness. Its large-scale adoption is redefining business models, accelerating decision-making, and ushering in a new era of efficiency and innovation.

These changes are creating challenges specific to each of Lectra's market sectors. In fashion, companies must adapt to unpredictable demand, constantly-changing consumer habits, and ultra-fast product go-to-market models that redefine traditional development and production cycles. Requirements in terms of traceability, eco-design and environmental responsibility are becoming increasingly stringent, forcing an overhaul of supply chains and industrial models. The automotive industry is also undergoing a profound transformation: the rise of electric vehicles is disturbing established brands, while the Chinese ecosystem is challenging the dominance of historical players. At the same time, the complexity of models is increasing, leading to major industrial and logistical challenges. Finally, in furniture, the digitalization of processes that are still largely dependent on human intervention is accelerating, integrating the growing diversity of products, materials and sales channels, against a backdrop of economic uncertainties linked in particular to the real estate market.

In this constantly changing environment, Lectra stands out for its ability to transform challenges into true growth levers. Thanks to its

business expertise and innovative solutions, the Group helps its customers to anticipate technological, industrial and regulatory changes, secure their operations and strengthen their performance.

### 13.2 Lectra 4.0: a strategy that has proven its resilience

Launched in 2017, the Lectra 4.0 strategy aims to position the Group as a key Industry 4.0 player by 2030 in its three strategic markets: fashion, automotive and furniture. It is based on five pillars: premium positioning, concentration on these three markets, integration of customers at the heart of the business, gradual launch of AI-based 4.0 services<sup>(2)</sup>, and commitment to sustainability.

Its implementation was based on three roadmaps:

- 2017-2019: integration of key technologies (cloud computing, IoT<sup>(3)</sup>, big data, AI), commercial reorganization and first SaaS offers;
- 2020-2022: change of dimension with the acquisition of Gerber, strengthening of the portfolio of offers, expansion of the customer base and financial consolidation;
- 2023-2025: significant increase in SaaS activity, growth in recurring revenues and new structuring acquisitions.

This strategy has enabled Lectra to:

- consolidate its business model by confirming the robustness of its fundamentals and its ability to generate long-term profitability;
- assert its positioning in its markets, driven by continuous investments in R&D and strategic acquisitions;
- enhance its offer with a significantly expanded portfolio of solutions, resolutely focused on innovation;
- accompany global leaders in fashion, automotive and furniture in the transformation of their market, by providing them with the solutions, services and expertise necessary to implement their major structural changes;
- be recognized for sustainability, supported by external assessments and certifications that strengthen its credibility and improve its attractiveness.

(2) Artificial intelligence

(3) Internet of Things

### 13.3 An unrivaled offer, combining industrial know-how and SaaS to drive performance

Backed by a policy of sustained investment in R&D for several decades and a pioneering vision of Industry 4.0, today Lectra offers an unparalleled offer, based on the close alliance between its industrial know-how and its intelligent SaaS solutions.

Lectra's offer is based on two major pillars:

- A Manufacture offer for fashion, automotive and furniture, combining SaaS solutions, cutting equipment recognized as the best on the market, services and data exploitation enriched by AI. It goes beyond simple execution to integrate the preparation, planning and allocation of production orders, making it possible to digitize and automate the stages of the industrial processes, and to trace the flows;
- An extensive Fashion offer, complementing the Manufacture offer, comprising CAD software and SaaS solutions that facilitate collaboration, intelligent collection management and decision-making through innovative cloud solutions. It also ensures product traceability and helps brands strengthen their positioning.

These two pillars are based on major innovations developed over the last 10 years, both through organic growth and targeted acquisitions. They also rely on high-value services, such as remote predictive maintenance of equipment – enabled since 2007 thanks to IoT and AI technologies – and personalized support for customers to enable them to get the most out of their Lectra solutions. Every day, the Customer Success teams – more than 800 people across the Group – support customers to ensure the availability of their solutions and optimize their performance.

### 13.4 A unique and revolutionary offer for manufacturing

With the Manufacture offer, based on the principles of Industry 4.0, Lectra is redefining production standards for its three market sectors. A real revolution, it relies on connectivity, cloud computing, data and AI to optimize productivity, quality, timelines and material usage. At the heart of this revolution lies Valia, a major innovation and the result of 10 years of R&D. It goes beyond simple execution to orchestrate the preparation, planning and allocation of cutting orders. Connected to customers' IT systems (ERP, PLM, MES<sup>(4)</sup>[3], etc.) and compatible with all equipment on the market, it provides unique interoperability, real-time visibility and simplification of operations in a single, end-to-

end data flow. Valia highlights potential gains with the latest generations of equipment and accelerates the renewal of the installed base. By capitalizing on existing IT infrastructure and production tools, Valia leverages existing customer investments and opens up new growth opportunities, thereby creating a powerful virtuous circle. Thanks to AI and real-time data analysis, manufacturers can anticipate needs, reduce waste, improve traceability and increase their agility.

Valia illustrates Lectra's ability to combine its industrial expertise with AI-based SaaS solutions to provide its customers with an offer that combines operational performance and digital intelligence.

Empower, an innovative maintenance contract, complements Valia, demonstrating the transition from a resource-driven commitment model to a results-driven commitment model, the ultimate goal of Industry 4.0, generating additional recurring revenues and securing the Group's performance over the long term. With Empower, Lectra is committed to achieving measurable results for its customers, guaranteeing them the availability and continuous performance of their equipment, at scale.

### 13.5 An extensive offer, dedicated to fashion

In an industry where speed and agility are key, Lectra meets the challenge of siloed organizations by connecting all the people, processes and data in the value chain. The Group supports its customers throughout the key stages of product creation, production and marketing, and promotes collaboration and traceability.

Thanks to targeted acquisitions and internal developments, today Lectra has a unique SaaS portfolio, composed of innovative solutions such as Launchmetrics, Valia Fashion, Kubix Link, TextileGenesis, Retviews and Neteven. These solutions complement its historical CAD offers (Modaris, Gerber AccuMark) as well as the Vector and Virga cutting equipment. Together, these cover the essential processes: collection management, operation orchestration, product go-to-market, brand image management, competitive positioning, workflow optimization and material traceability.

Each SaaS solution is an entry point for Lectra's fashion customers: this approach allows an ongoing relationship to be maintained and brings more value to customers over time through a combination of offers – facilitated by the cross-sell and upsell strategy<sup>(5)</sup>, thus underpinning the increase in recurring revenues per customer.

(4) ERP: Enterprise Resource Planning; PLM: Product Lifecycle Management; MES: Manufacturing Execution System

(5) Cross-selling and upselling

## 14. 2026–2028 strategic roadmap: LECTRA 4.0 at scale

The Group is looking ahead to the 2026–2028 period with confidence, thanks to the robustness of its business model and its rigorous governance, guaranteeing transparency and efficiency. This is based on solid financial achievements: revenues that is mostly recurring, steady cash generation at a high level, a solid balance sheet, and rigorous performance monitoring to ensure the sustained and targeted level of investment required to remain fully competitive.

Industry 4.0 is no longer a vision; it has become a reality.

The Group has set itself three priorities: to position Valia at the forefront of the Manufacture offer; to accelerate the development of the SaaS model, in a logic of profitable and controlled growth; and to strengthen operational excellence by optimizing processes, information systems and human resources, to offer customers a fluid, efficient and value-creating experience.

### 14.1 Positioning Valia at the forefront of the Manufacture offer

For the period 2026–2028, Lectra is strongly asserting its ambition: to make its SaaS solution Valia the driving force behind the commercial momentum of the Manufacture offer. Of the current installed base of more than 9,000 connected cutting equipment from the Lectra and Gerber brands – supplemented by 5,000 older pieces of equipment – Valia will be able to immediately optimize the performance of cutting rooms while supporting their gradual modernization.

Valia, already adopted by nearly 70 customers, is building on major innovations such as the Digital Cutting Platform and the Flex and Quick offers, which set the stage for this breakthrough, with over 700 customers having already adopted these solutions. The latter, as well as the 5,000 on-contract using Lectra's software solutions are natural candidates to migrate to Valia and connect their equipment, thus facilitating the widespread adoption of this next-generation solution.

At the same time, Lectra aims to make Empower an industry standard over the 2026–2028 period. Its extensive deployment will consolidate its leadership position while strengthening customer satisfaction and loyalty over the long term.

This strategy for its offers leverages Lectra's unique combination of industrial know-how and its SaaS solutions, creating a virtuous circle where each component strengthens the other: connected equipment provide data to SaaS solutions, which, in turn, optimize operational performance and deliver value to customers. It is fully in line with the digital transformation dynamic of Lectra's three strategic markets and positions the Group as a key player in Industry 4.0 for the years to come.

### 14.2 Accelerating the development of the SaaS model

Following several years of sustained investments, the adoption of the Group's SaaS solutions is growing, reflected in the growth of ARR. The stake now is to amplify their reach to fully capture their growth potential.

The SaaS model addresses the increasing complexity of markets, leveraging digital advances to boost operational efficiency. It provides customers with greater flexibility, automation and real-time visibility, while providing the Group with a more predictable, robust and usage-based business model.

To support this acceleration and roll-out phase, Lectra is strengthening its Go-to-Market model, based on close collaboration

between sales, marketing and customer success teams, to maximize efficiency, growth and customer retention.

In addition, the combination of data from Lectra's various SaaS solutions constitutes a unique value creation lever for its customers. This ability to structure and exploit data constitutes a sustainable competitive advantage for the Group.

Lastly, Lectra benefits from its unique business expertise and data footprint in its three strategic markets. This combination creates a barrier to entry that is difficult to replicate and positions the Group as an essential strategic partner to accompany its customers.

In fashion, Lectra is not limited to providing SaaS solutions: the Group uses an approach aimed at creating an integrated and connected ecosystem where brands and subcontractors collaborate around reliable data.

### 14.3 Taking the next step in operational excellence to accelerate growth

Today, Lectra boasts an established level of operational excellence, the result of steady investments in quality, competitiveness and agility. This foundation is a major asset for the roll-out of the 2026–2028 strategic roadmap, which aims to transform these gains into strategic levers to accelerate performance, support the growing adoption of its solutions and strengthen the agility essential for sustainable growth.

This transformation takes place in a context marked by the rise of the SaaS model and the need to adapt to an uncertain environment. Lectra intends to optimize its operations, accelerate technological innovation and deepen synergies between its industrial and digital activities by combining the performance of its equipment with the flexibility of its digital services.

To achieve this, harmonizing processes will be an essential step. It will aim to apply common standards throughout the Group in order to guarantee consistency, efficiency and synergies. Processes related to the SaaS activity will be redesigned, inspired by best practices, in particular those implemented by Launchmetrics.

Information systems will be at the heart of this transformation, with investments of around €10 million per year. Their harmonization at Group level will make it possible to modernize tools, automate low value-added tasks thanks to the increased use of AI and guarantee maximum agility in the management of operations.

At the same time, R&D investments will be maintained at a high level and will represent around 12% of annual revenues, with the aim of delivering more value to customers, thanks to the increased integration of AI and big data in solutions as well as in the design processes of its offers. This sustained effort will also make it possible to continue the regular renewal of generations of equipment, by systematically integrating technological advances – particularly in terms of efficiency, connectivity and eco-design.

To support these changes and maximize their impact, AI will play a key role at Group level: it will automate repetitive tasks, streamline processes and free up time for high value-added missions.

Finally, Lectra will continue to phase out non-strategic activities, mainly related to non-connected equipment and technologies that are not compatible with Industry 4.0, which represent approximately 4% of revenues. This decision will above all simplify the portfolio of offers and focus resources on strategic and connected solutions with high added value.

Operational excellence is a catalyst for maximizing business development opportunities, strengthening customer loyalty and increasing the penetration of offers in all strategic markets. These optimizations are a direct lever to finance strategic investments and increase EBITDA before non-recurring items, while placing customer satisfaction at the heart of performance.

Between 2026 and 2028, Lectra will fully deploy its digital and connected model, exploiting the innovations and synergies developed over the last 10 years with the aim of bringing even more value to its customers.

## 15. Outlook

Faced with a difficult macroeconomic environment, Lectra is prioritizing its strength and profitability in order to secure long-term value creation.

As part of the 2026-2028 strategic roadmap, the Group has set itself the objective of growth in EBITDA before non-recurring items, based on an increase in recurring contracts and strict cost control:

- Lectra forecasts average like-for-like annual growth in SaaS ARR of around 15%, contributing to growth in revenues from recurring contracts of between +5% and +8% per year;
- Lectra continues to apply optimized cost control, combined with the pursuit of targeted investments. The security ratio should then increase by 2 to 3 points per year, from 94% in 2025 to more than 100% in 2028.

The Group is therefore targeting an increase in the EBITDA margin before non-recurring items of 120 to 180 basis points per year like-for-like, assuming that equipment orders and revenues from consumables and parts remain stable, before inflation effects.

Any rebound in equipment sales – the timing and magnitude of which remain uncertain – will represent additional revenues and EBITDA growth potential.

In addition, the Group intends to pursue its strategy of targeted acquisitions to strengthen its skills, increase the value of its solutions portfolio and consolidate its position on its markets.

Finally, Lectra aims to continue its policy of attractive compensation of shareholders through the payment of dividends which should, over the period of the roadmap, represent a payout ratio of around 50% of net income.

The Board of Directors

February 26, 2026

## 16. Financial results for the last five fiscal years

### 16.1 Lectra SA

(Article R. 225-102 of the French Commercial Code [Code de commerce])

At Decembre 31 (in thousands of euros, except for par value per share expressed in euros)	2025	2024	2023	2022	2021
<b>Capital at year end</b>					
Share Capital	38,063	37,966	37,833	37,789	37,743
Number of outstanding ordinary shares	38,063,263	37,966,274	37,832,965	37,788,949	37,742,959
Par value per share	1.00	1.00	1.00	1.00	1.00
Number of preference shares	0.00	0.00	0.00	0.00	0.00
Number of shares that may be issued upon exercise of share subscription options	1,780,886	1,463,680	1,377,567	1,198,830	1,102,470
<b>Overall result of current operations</b>					
Revenues excluding tax	232,276	234,212	223,406	231,590	192,805
Profit before tax, depreciation and provisions	25,802	34,852	34,975	44,315	24,093
Income taxes <sup>(1)</sup>	(771)	847	1,880	2,865	(5,411)
Profit after tax, depreciation and provisions	19,727	24,399	22,026	35,336	21,750
Dividende paid <sup>(2)</sup>	13,309	15,199	13,609	18,126	13,588
<b>Result from operations per share</b>					
Profit after tax, before depreciation and provisions	0.70	0.90	0.87	1.10	0.78
Profit after tax, depreciation and provisions	0.52	0.64	0.58	0.94	0.58
Dividend per share	0.35	0.40	0.36	0.48	0.36
<b>Staff</b>					
Headcount	898	889	881	885	883
Payroll	54,755	53,622	52,009	49,385	56,268
- including employee profit-sharing bonus	314	599	271	0	5,064
Social security contributions	25,368	23,996	23,040	22,160	23,521

(1) Amounts in parentheses indicate a tax credit.

(2) Subject to approval by the Shareholders' Meeting of 29 April 2026 in respect of the 2025 financial year. The amount actually paid as a dividend will depend on the number of shares forming the share capital at the date of the Shareholders' Meeting approving the dividend, and on the number of treasury shares held by the Company at the dividend payment date.

## 17. Additional information – Consolidated financial statements

### 17.1 Orders for new systems – like-for-like

#### 17.1.1. Perpetual software licenses, equipment and accompanying software, and non-recurring services

##### By product line

Twelve Months Ended December 31	2025			2024			Changes 2025/2024	
(in thousands of euros)	Actual	%	At 2024 exchange rate	Actual <sup>(1)</sup>	%	Proforma <sup>(2)</sup>	Actual rates	Like-for-like
Perpetual software licenses	7,875	7%	8,052	11,386	8%	11,386	-31%	-29%
Equipment	89,427	75%	91,822	113,031	77%	113,031	-21%	-19%
Training and consulting services	18,839	16%	19,085	19,528	13%	19,637	-4%	-3%
Miscellaneous	2,878	2%	2,936	3,174	2%	3,174	-9%	-8%
<b>Total</b>	<b>119,018</b>	<b>100%</b>	<b>121,896</b>	<b>147,120</b>	<b>100%</b>	<b>147,228</b>	<b>-19%</b>	<b>-17%</b>
€/\$ average parity	1.13		1.08	1.08		1.08		

(1) Actual 2024 includes Launchmetrics as of January 23<sup>rd</sup> 2024

(2) Proforma 2024 includes Launchmetrics as of January 1<sup>st</sup> 2024

##### By region

Twelve Months Ended December 31	2025			2024			Changes 2025/2024	
(in thousands of euros)	Actual	%	At 2024 exchange rate	Actual <sup>(1)</sup>	%	Proforma <sup>(2)</sup>	Actual rates	Like-for-like
Europe	32,688	27%	32,698	34,669	24%	34,777	-6%	-6%
Americas	29,338	25%	30,985	35,976	24%	35,977	-18%	-14%
Asia-Pacific	45,157	38%	46,303	62,793	43%	62,793	-28%	-26%
Other countries	11,835	10%	11,909	13,681	9%	13,681	-13%	-13%
<b>Total</b>	<b>119,018</b>	<b>100%</b>	<b>121,896</b>	<b>147,120</b>	<b>100%</b>	<b>147,228</b>	<b>-19%</b>	<b>-17%</b>
€/\$ average parity	1.13		1.08	1.08		1.08		

(1) Actual 2024 includes Launchmetrics as of January 23<sup>rd</sup> 2024

(2) Proforma 2024 includes Launchmetrics as of January 1<sup>st</sup> 2024

##### By market

Twelve Months Ended December 31	2025			2024			Changes 2025/2024	
(in thousands of euros)	Actual	%	At 2024 exchange rate	Actual <sup>(1)</sup>	%	Proforma <sup>(2)</sup>	Actual rates	Like-for-like
Fashion	64,920	55%	66,414	76,853	52%	76,962	-16%	-14%
Automotive	32,994	28%	33,546	47,477	32%	47,476	-31%	-29%
Furniture	7,353	6%	7,614	10,906	7%	10,905	-33%	-30%
Other	13,751	12%	14,322	11,885	8%	11,885	16%	21%
<b>Total</b>	<b>119,018</b>	<b>100%</b>	<b>121,896</b>	<b>147,120</b>	<b>100%</b>	<b>147,228</b>	<b>-19%</b>	<b>-17%</b>
€/\$ average parity	1.13		1.08	1.08		1.08		

(1) Actual 2024 includes Launchmetrics as of January 23<sup>rd</sup> 2024

(2) Proforma 2024 includes Launchmetrics as of January 1<sup>st</sup> 2024

## 01 – MANAGEMENT DISCUSSION AND ANALYSIS

### 17.2 Breakdown of revenues – like-for-like

#### Revenues by region

Twelve Months Ended December 31	2025			2024			Changes 2025/2024	
(in thousands of euros)	Actual	%	At 2024 exchange rate	Actual <sup>(1)</sup>	%	Proforma <sup>(2)</sup>	Actual rates	Like-for-like
Europe, of which:	182,434	36%	183,034	178,371	34%	179,434	3%	2%
- France	35,959	7%	36,110	33,742	6%	34,297	7%	5%
Americas	164,104	32%	171,061	175,894	33%	177,017	-7%	-3%
Asia-Pacific	119,410	24%	123,894	130,596	25%	130,704	-9%	-5%
Other countries	40,785	8%	40,979	41,813	8%	42,043	-3%	-3%
<b>Total</b>	<b>506,734</b>	<b>100%</b>	<b>518,969</b>	<b>526,674</b>	<b>100%</b>	<b>529,198</b>	<b>-4%</b>	<b>-2%</b>
€/\$ average parity	1.13		1.08	1.08		1.08		

(1) Actual 2024 includes Launchmetrics as of January 23<sup>rd</sup> 2024

(2) Proforma 2024 includes Launchmetrics as of January 1<sup>st</sup> 2024

#### Revenues by activity

Twelve Months Ended December 31	2025			2024			Changes 2025/2024	
(in thousands of euros)	Actual	%	At 2024 exchange rate	Actual <sup>(1)</sup>	%	Proforma <sup>(2)</sup>	Actual rates	Like-for-like
<b>Non recurring revenues, of which:</b>	<b>126,645</b>	<b>25%</b>	<b>129,767</b>	<b>146,583</b>	<b>28%</b>	<b>146,774</b>	<b>-14%</b>	<b>-12%</b>
- Perpetual software licenses	7,910	2%	8,065	12,149	2%	12,149	-35%	-34%
- Equipment	97,712	19%	100,397	112,393	21%	112,393	-13%	-11%
- Training and consulting services	18,145	4%	18,372	18,866	4%	19,057	-4%	-4%
- Miscellaneous	2,878	1%	2,933	3,174	1%	3,174	-9%	-8%
<b>Recurring revenues, of which:</b>	<b>380,088</b>	<b>75%</b>	<b>389,202</b>	<b>380,091</b>	<b>72%</b>	<b>382,424</b>	<b>0%</b>	<b>2%</b>
- Recurring contracts	242,340	48%	247,367	233,050	44%	235,383	4%	5%
- SaaS subscriptions	89,295	18%	90,596	77,391	15%	79,724	15%	14%
- Software maintenance contracts	51,066	10%	51,819	53,075	10%	53,075	-4%	-2%
- Equipment maintenance contracts	101,980	20%	104,952	102,584	19%	102,584	-1%	2%
- Consumables and parts	137,748	27%	141,835	147,041	28%	147,041	-6%	-4%
<b>Total</b>	<b>506,734</b>	<b>100%</b>	<b>518,969</b>	<b>526,674</b>	<b>100%</b>	<b>529,198</b>	<b>-4%</b>	<b>-2%</b>
€/\$ average parity	1.13		1.08	1.08		1.08		

(1) Actual 2024 includes Launchmetrics as of January 23<sup>rd</sup> 2024

(2) Proforma 2024 includes Launchmetrics as of January 1<sup>st</sup> 2024

## 01 – MANAGEMENT DISCUSSION AND ANALYSIS

### Consolidated income statement – like-for-like

Twelve Months Ended December 31 (in thousands of euros)	2025		2024		Changes 2025/2024	
	Actual	At 2024 exchange rate	Actual <sup>(1)</sup>	Proforma <sup>(2)</sup>	Actual exchange rate	Like-for-like
<b>Revenues</b>	506,734	518,969	526,674	529,198	-4%	-2%
Cost of goods sold	(137,472)	(140,060)	(149,801)	(149,929)	-8%	-7%
<b>Gross profit</b>	369,262	378,909	376,873	379,269	-2%	0%
(in % of revenues)	72.9%	73.0%	71.6%	71.7%	+1.3 points	+1.3 points
Research and development	(65,118)	(65,839)	(61,955)	(62,328)	5%	6%
Selling, general and administrative expenses	(265,973)	(271,121)	(265,663)	(268,116)	0%	1%
<b>Current income from operations</b>	38,170	41,949	49,254	48,824	-23%	-14%
(in % of revenues)	7.50%	8.10%	9.40%	9.20%	-1.8 points	-1.1 points
Non-recurring expenses	(2,795)	(2,928)	(457)	(457)	na	na
<b>Income from operations</b>	35,376	39,021	48,796	48,367	-28%	-19%
(in % of revenues)	7.00%	7.50%	9.30%	9.10%	-2.3 points	-1.6 points
<b>Income before tax</b>	29,063	32,631	40,599	40,281	-28%	-19%
Income tax	(3,108)	na	(10,890)	(10,716)	-71%	na
Share of result from associates	(353)	na	(76)	(76)	na	na
<b>Net income</b>	25,602	na	29,632	29,489	-14%	na
of which, Group share	25,964	na	31,164	31,093	-17%	na
of which, Non-controlling interests	(362)	na	(1,532)	(1,604)	-76%	na
<b>Income from operations before non-recurring items</b>	38,170	41,949	49,254	48,824	-23%	-14%
+ Net depreciation and amortization of non-current assets	41,553	42,420	41,859	42,551	-1%	0%
<b>EBITDA before non-recurring items</b>	79,724	84,369	91,113	91,375	-13%	-8%
(in % of revenues)	15.7%	16.3%	17.3%	17.3%	-1.6 points	-1.0 point
€ / \$ average parity	1.13	1.08	1.08	1.08		

(1) Actual 2024 includes Launchmetrics as of January 23<sup>rd</sup> 2024

(2) Proforma 2024 includes Launchmetrics as of January 1<sup>st</sup> 2024

# Sustainability Report

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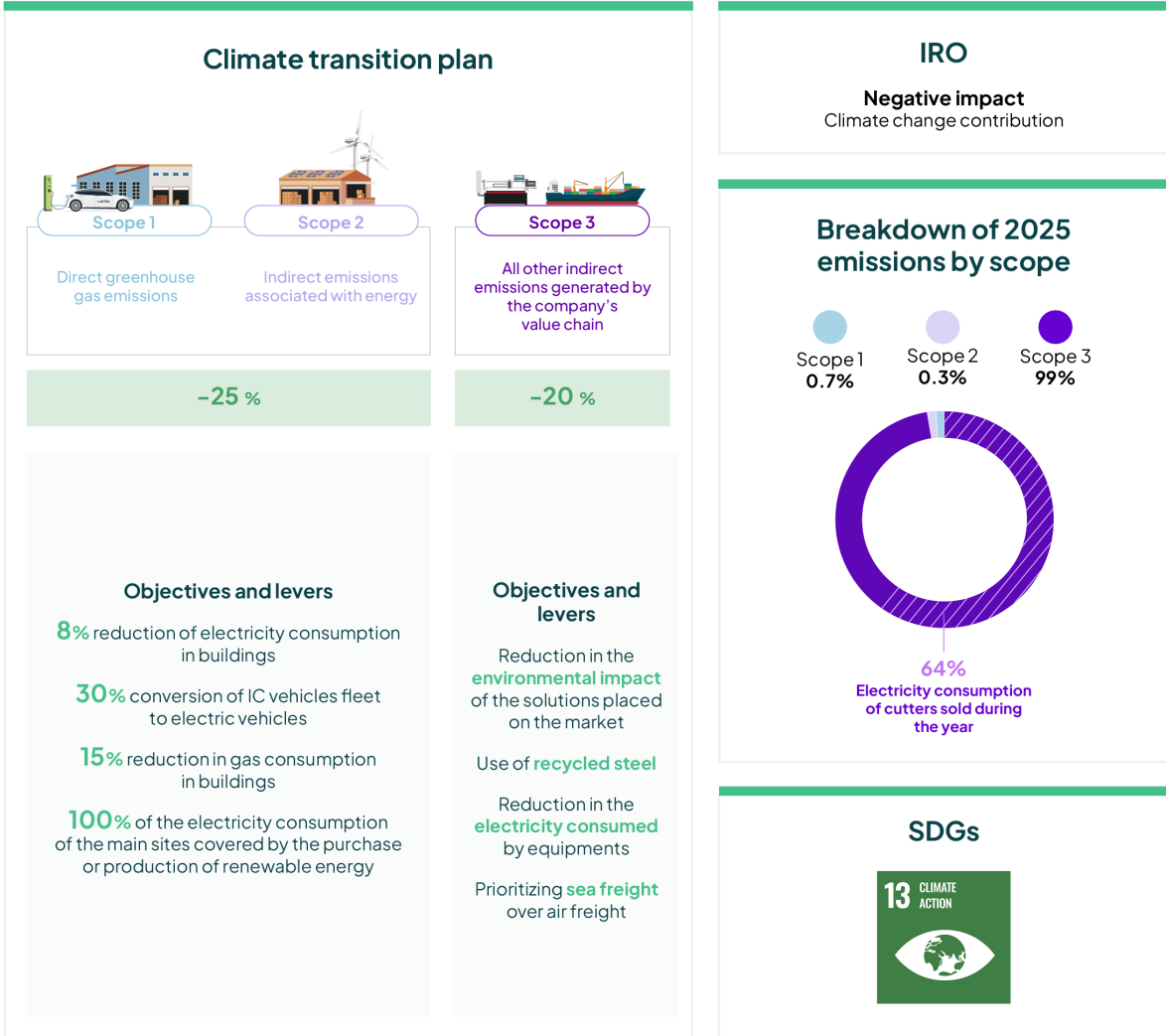
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# Lectra's sustainable performance in a nutshell

ESRS E1

## Climate change

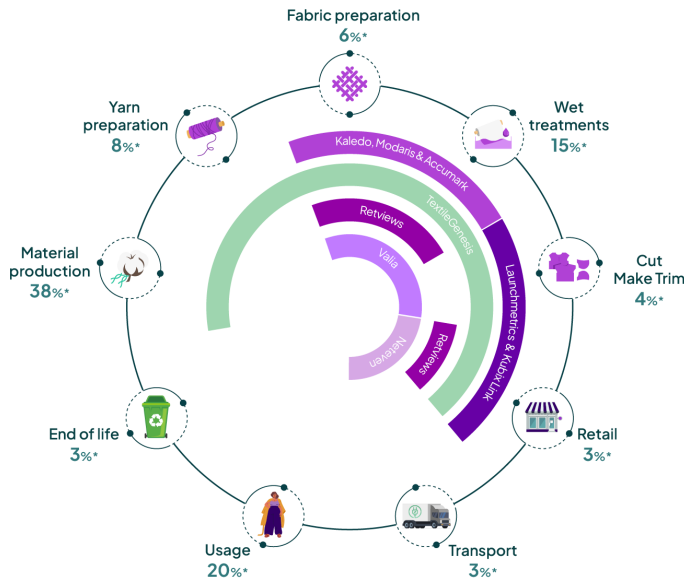
Lectra has implemented an ambitious action plan to reduce the climate impact of its activities throughout the value chain. These actions include the use of its products on its customers' premises.



ESRS E5 RESOURCE USE AND CIRCULAR ECONOMY

## Contribution to improving the environmental impact of Lectra solution users

Lectra offers its customers solutions enabling them to measure and reduce their environmental footprint. This is particularly true in the fashion industry, which is used as an example to illustrate the benefits of each offer.



**TextileGenesis**

Helps brands achieve their sustainability objectives thanks to reliable digital traceability, secures the origin of materials. The application leverages a network of certified partners (ESG standards, among others) and facilitates access to data throughout the product lifecycle.

**Kaledo, Modaris and Accurmark**

Enables the dependence on physical prototypes to be reduced by providing a digital representation of the product's style and all its characteristics (economic and ecological).

**Valla**

Digitalizes and automates cutting workflows, reducing fabric and energy consumption. Also provides customers with dashboards showing the key performance indicators for their production operations.

**Kubix Link**

PLM that centralizes all information related to the product, throughout its life cycle, including sustainability information. Decision-making support to improve the product's environmental footprint.

**Retviews**

Provides real-time market analysis to adjust collections and to only develop the best-positioned products (both in price and assortment), and thus reduce the number of unsold items.

**Launchmetrics**

Helps brands to digitize all or part of the organization of events and fashion shows, optimizes the use of prototypes during the pre-sales phases (digital prototypes).

**Neteven**

An online sales management platform that offers products through the right distribution channels to the end customer and simplifies multi-channel inventory management. The interconnection with Kubix Link enables reliable product information to be delivered to the end consumer.

**IRO**

**Positive impact**  
Optimizing textile and leather consumption with Lectra solutions

**Positive impact**  
Traceability : a driving force for transparency in the textile and leather industry

**SDGs**



**2025 indicators**

**4bn**  
**PRODUCTS TRACED**  
in TextileGenesis

**+90%**  
**OF ESG STANDARDS**  
are integrated into  
TextileGenesis

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

\*The figures presented are the result of a study by McKinsey & Company's Fashion. They show the climate impact of each stage of the life cycle.

ESRS E5    ESRS E1

## Eco-design policy

Since 2023, Lectra’s eco-design policy has been part of a continuous improvement approach that improves the overall performance of its offers and transforms industrial constraints into competitive advantages. This policy aims to respond to actions planned as part of the Group’s climate transition plan, to limit the use of resources and to work towards the circular economy.

### Key objectives



**Reduce the environmental impact of equipment design and manufacturing** by optimizing design and minimizing resource use (climate transition plan - ESRS E1)



**Promote sustainable end-of-life equipment management** by facilitating recycling or reuse in order to limit waste (circular economy - ESRS E5)



**Reducing the impacts from customer use** by developing solutions that promote energy efficiency and reduce greenhouse gas emissions (climate transition plan - ESRS E1)

### IRO

**Negative impact**  
Climate change contribution

### ACTIONS

- **Recyclability and end-of-life of equipment:** practical disassembly guide for end-of-life cutters provided to customers and the associated recyclability rate calculated
- **FSC® Certification** chain of custody of paper consumables used in every cutting cycle
  - **Choices of eco-design of equipment**
  - **Recycled steel**
- **Modular design** for easy maintenance and repair
- **Highly energy-efficient turbines**
- **Sensors enabling customers to measure their environmental impact**
- **Reinforcement of predictive and preventive maintenance services**

### SDGs



### 2025 indicators

**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

ESRS S1 OWN WORKFORCE


## Human resources policy

Lectra’s employees are driven by three core values: being open-minded thinkers, trusted partners and passionate innovators. The policy is based on fundamentals and four ambitions aimed at supporting the Group’s transformation.


<p><b>Our fundamentals:</b> social dialogue, inclusion and diversity, health and safety, work/life balance</p>  <p><b>Ambition 1: Enhance Lectra’s attractiveness</b> Provide Lectra employees with a top-level experience, excellent working conditions and career development opportunities in an environment that promotes inclusion, diversity and equal opportunities throughout their careers.</p> <p><b>Ambition 2: Increase the employability of employees</b> Develop the skills and build succession plans for its key employees.</p> <p><b>Ambition 3: Make cultural transformation the cornerstone of the Group’s other transformations</b> Put corporate culture at the heart of Lectra’s transformation with the Lectra Way project.</p> <p><b>Ambition 4: Improve internal efficiency with artificial intelligence</b></p>	<p><b>IRO</b></p> <p><b>Negative impact &amp; risk</b> Attractiveness, skills development and employee succession</p> <p><b>Negative impact</b> Corporate culture at the heart of Lectra’s transformation</p> <p><b>Risk</b> Integration and collaboration following acquisitions</p> <p><b>Risk</b> Lack of expertise and ownership of artificial intelligence by Lectra teams</p> <p><b>Risk</b> Customer-facing force transformation</p>
--	---

**Lectra undertakes to apply and comply with:**  
the Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child, the OECD<sup>(1)</sup> guidelines which France, among others, adheres to the 10 principles of the United Nations Global Compact and the administrative, social and tax obligations stipulated in the country where the Group is established, and more specifically the provisions of the fundamental conventions of the International Labour Organization (ILO).


**SDGs**



3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH

**2025 indicators**

<p><b>2,890</b> <b>EMPLOYEES</b> of which 43% are women</p>	<p><b>12%</b> <b>GENDER PAY GAP</b> between men and women<sup>(2)</sup></p>	<p><b>62%</b> <b>EMPLOYEE ENGAGEMENT</b> rate</p>
<p><b>65%</b> <b>OF EMPLOYEES COVERED</b> by collective agreements</p>	<p><b>14,3 hours</b> <b>OF TRAINING</b> per employee on average</p>	<p><b>5%</b> <b>LECTRA WAY CULTURAL AMBASSADORS</b> within the workforce</p>
<p><b>100%</b> <b>OF DECENT WAGES</b></p>	<p><b>0</b> <b>SERIOUS ACCIDENTS AND OCCUPATIONAL DISEASES</b></p>	

<sup>(1)</sup> OECD: Organisation for Economic Co-operation and Development <sup>(2)</sup> Lectra calculation, based on country and position held

ESRS S4

## Consumers and end-users

The Group is committed to respecting the rights of consumers and end-users by aligning its policies with internationally recognized instruments, such as the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises.

### Objectives



#### Safe and easy-to-use equipment improving working conditions for users

Maintain excellence in compliance by ensuring that 100% of equipment designed comply with the EC Machine Directive



#### Traceability and respect for human rights in the customer supply chain

Manage social and regulatory compliance risks with the support of certification bodies



#### Dialogue with customers

Build long-lasting, trusting relationships with customers

### IRO

#### Negative impact

Health and safety of Lectra equipment users

#### Positive impact

Traceability: a driving force for transparency in the textile and leather industry

### SDGs



### 2025 indicators

100%

#### OF EQUIPMENT

are designed in accordance with the European Machinery Directive

20

#### NET PROMOTER SCORE

79%

#### CSAT TEXTILEGENESIS

+90%

#### OF ESG STANDARDS

integrated into TextileGenesis

62%

#### CUSTOMER SATISFACTION RATE (CSAT)

94%

#### CSAT LAUNCHMETRICS

ESRS G1

## Business conduct

Lectra is committed to conducting its business in an ethical and responsible manner with all its stakeholders. As a result, the governance of the Group’s ESG issues is based on various themes related to its material impacts, risks and opportunities, such as ethics, acquisitions, cybersecurity, the transformation of its business model and the integration of artificial intelligence.

### Ethics

A framework, the **Code of Ethics**, which covers business relationships, integrity and transparency, respect for the environment, protection of human rights and employees

An internal **whistleblowing system** is used to report any breach and protects the whistleblower

An **Ethics Committee** is responsible for examining each alert, conducting investigations and deciding on the follow-up to be given

An **annual internal communication** and training program

### Cybersecurity

A **cybersecurity plan** compiled on the basis of a regularly updated risk analysis – covering the Group’s operations as well as the protection of personal data and data contained in the offers

**Governance** structured by committees

**Annual awareness-raising** program and training

### Acquisitions

Structured **governance and integration processes** to ensure a smooth and structured integration of acquired companies and to create lasting synergies

### Sales and customer relations teams

**Support from a specialized firm** to carry out an audit and build the transformation plan of the teams in conjunction with customers, in connection with the transition of the software activity to the SaaS model

### Artificial intelligence within offers

**Widespread integration of AI into offers**, to improve overall customer performance through four areas: gradual deployment, shared technological building blocks, skills development of teams and governance/technology watch

### IRO

#### Positive impact

Uncompromising ethics that strengthen stakeholder confidence

#### Risk

Integration and collaboration following acquisitions

#### Negative impact

Protecting customers’ intellectual property against the risk of cyberattacks

#### Risk

Cyberattack on Lectra’s information systems

#### Risk

Customer-facing force transformation

#### Opportunity

Artificial intelligence: a strategic opportunity to create value

### Documentation in place within the Group

- Code of Ethics
- Whistleblowing procedure
- Responsible Purchasing Charter
- GISSP (Global Information Systems Security Policy)
- AI Charter
- GDPR Operational Procedures

### SDGs



### 2025 indicators

0  
**CONVICTIONS**  
for fraud or corruption

0  
**CYBERSECURITY INCIDENT**  
with a financial impact

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

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

# 1. About this Sustainability Report – ESRS 2

## 1.1 General presentation of the Group

The required information on the general presentation of the Group is provided in the introduction to the Financial Report, "General presentation of the Group".

## 1.2 Methodology and scope of reporting

### Basis for preparation

This report describes Lectra's approach, actions and progress in the area of sustainability.

The method for establishing the sustainability report is based on the CSRD directive, EU 2022/2464, transposed into French law in December 2023 by Order No. 2023-1142 of December 6, 2023 and Decree No. 2023-1394 of December 30, 2023.

The Group has focused on applying the normative requirements set by the ESRS, as applicable on the date of preparation of the sustainability statement, based on the information available at that date. For the calculation of its carbon footprint, the Group therefore still used estimates, which may be refined as the quality of available data improves (see section 2.3.4 "Environment").

Finally, to take best practices, and recommendations into account, the Group can, where appropriate, modify certain reporting and disclosure practices and/or the internal control system for sustainability reporting, as part of a continuous improvement process.

In addition, this report is aligned with the GRI (Global Reporting Initiative) framework. The table of concordance to the GRI indicators is published in Appendix 4.

In addition to the CSRD, Lectra is also subject to other general and specific standards arising from other instruments of EU law. These regulations and the data points to which they relate are detailed in Appendix 5.

### Reporting period

The reporting period runs from January 1 to December 31.

### Reporting scope

The reporting scope covers the totality of the Group's activities, encompassing the entire scope of financial consolidation plus three additional subsidiaries not included<sup>(6)</sup> because their contribution is considered minor. If the scope is likely to be affected by an event that occurs during the fiscal year, the following rules apply:

- in the event of the acquisition of an entity included in the scope, or relocation of the offices of an included entity during the fiscal year, the Group integrates the corresponding data on a *pro rata* basis, or estimates the data, depending on whether or not it is included in the financial scope;
- in the event of the sale or cessation of activity of an entity included in the scope, the impact of such events is taken into account from the year in which they occur. The data for the entities concerned calculated on a *pro rata* basis are excluded from the reporting for the current year.

The reporting scope also includes the company's upstream and downstream value chain.

### Data collection

The process of collecting, consolidating, processing and analyzing social, societal and environmental information is organized in a number of stages, namely:

- the first phase of data collection and analysis during the first three quarters of the fiscal year in progress;
- the second phase of data collection and analysis during the fourth quarter of the fiscal year in progress;
- consolidation of full-year data for the entire Group;
- comparison of data and analysis compared to prior years to identify changes in performance.

All the data published in this report, which are required for monitoring non-financial performance, have been prepared using the Group's IT tools, including a new tool dedicated to sustainability reporting, set up in 2025. This tool enabled data from contacts at all levels of the Group to be collected and centralized, in accordance with the reporting protocol. Within each team, validators are responsible for supervising data collection and consolidation and for ensuring the reliability of the indicators. The Sustainability Department coordinates the entire reporting process. The reporting protocol is updated annually to incorporate feedback from contributors and changes in regulatory requirements.

(6) Lectra Chile SA, Lectra Singapore Pte Ltd and Lectra Philippines Inc.

## 02 – SUSTAINABILITY REPORT

### Indicator scopes and calculation rules

Unless otherwise specified, all the indicators cover the Group's scope.

#### → Environment

Only the voluntary indicators concerning waste are limited to the industrial sites ("the industrial scope") of Bordeaux-Cestas (France), Suzhou (China) and Tolland (United States), as the Group does not currently collect information on those points for the tertiary scope of its activities.

### Greenhouse gas emissions

The Group's greenhouse gas footprint is stated in CO<sub>2</sub>eq and broken down into three scopes of emissions:

- Scope 1 emissions include direct emissions related to energy consumption and fugitive gas emissions;
- Scope 2 emissions include indirect emissions related to electricity consumption;
- Scope 3 emissions, which include indirect emissions related to the use of products sold, purchases of goods and services, business travel, freight transport, upstream energy consumption, waste production, etc.

The Group's greenhouse gas emissions are calculated using the GHG Protocol methodology. In this report, data are published using the market-based and location-based method.

Lectra has been committed to publishing a complete GHG assessment since 2022.

This report presents:

- the GHG assessment for 2024, calculated exhaustively on Scopes 1, 2 and 3;
- the GHG assessment for 2025, calculated using actual data on Scopes 1 and 2 as well as on categories 3.11 and 3.12 of Scope 3 (use and end-of-life of sold products representing 65% of Scope 3), with 2025 data for categories 3.1 to 3.8 and 3.15 of Scope 3 being estimated. The 2025 actual data for categories 3.1 to 3.8 and 3.15 will be collected in 2026, once available, allowing a new exhaustive calculation of the 2025 GHG assessment in the next report.

#### → Social

For all these indicators, employees on permanent or fixed-term contracts and on work-study programs are taken into account. Interns, temporary staff and service providers are excluded from the calculations (except for indicators on non-employees). These indicators are reported for the scope of the Group as a whole.

All indicators relating to the workforce are stated in number of persons.

Accident-related indicators, in particular the frequency rate and severity rate (section 3.2.2. "Health and safety at work") have been monitored across the entire Group Scope since 2025.

### Consolidation of indicators

Data are consolidated by the Sustainability Department, which is responsible for supervising the process of producing the quantitative information in this document:

- the raw indicators are consolidated by adding up all the data reported from within the Group;
- the indicators calculated are derived from several types of data and developed in two stages:
  1. Consolidation of the raw data reported, then
  2. Calculation of the indicator at Group level.

### Restatement of historical data

To ensure data comparability, data from prior or reference years are presented for all indicators. In the event of a significant change in methodology for greenhouse gas emission indicators (change in emission factors or calculation method), these changes are also applied to historical data, which is then recalculated. This year's changes are listed and detailed in the paragraph "2.3 Contribution to climate change – ESRSE1".

Such restatements do not adjust for variations related to the growth or decline of business activities.

### Methodological limitations

The reliability of published data may be negatively affected by methodological limitations:

- data collection methods may vary across the Group's regions and entities;
- data may not be equally available in all cases;
- regulatory frameworks may differ.

They are expressly stated in each case.

### Internal control

Environmental data are consolidated by the Group's Head of HSE<sup>(7)</sup> and reviewed by the Sustainability Department. Employee-related data are consolidated by the Human Resources Department and reviewed to a large extent by the Sustainability Department. Data on compensation is controlled by the Compensation and Benefits Manager due to reasons of confidentiality. In the same manner, each team is responsible for consolidation and review of the data relating to its operations.

Consistency checks are carried out at all reporting levels by the local contributors, then by validators, and finally by the Sustainability Department. These include comparisons with data from prior years, and variances considered to be significant are analyzed systematically.

(7) HSE = Health, Safety and Environment



### 1.3 Strategy

#### Sustainability and social responsibility have always been at the heart of Lectra's strategy

As presented in the management discussion and analysis, sustainability and social responsibility are a central pillar of Lectra's long-term strategy.

Ever since the Company was founded in 1973, Lectra has been a socially responsible company. This aspiration is reflected first and foremost in its core business: Lectra has been providing its customers with technologies, products and services to reduce their environmental impact, especially by significantly reducing consumption of materials for over 50 years.

Corporate social responsibility was already a major focus for transformation in the previous strategic roadmap. It has enabled many structural and operational changes to be carried out within the company. Lectra has consolidated its positioning by making social responsibility one of the Company's fundamentals in 2023. Sustainability is no longer just a strategic objective, but an intrinsic value which guides all its decisions and daily operations.

Lectra is therefore continuing to pursue the plans defined, implemented and initiated in recent years, in its new strategic roadmap for 2026-2028. The company plans to continue participating in the responsible transformation of the markets in which it operates, while aligning its technological development, product portfolio and internal culture with the growing expectations of consumers, employees and the market. Lectra is therefore reaffirming its fundamental belief that economic performance, respect for the environment and employee well-being are not only compatible, but mutually beneficial and create sustainable value.

#### Lectra's solutions – both software and industrial systems – reduce material consumption, waste, and transportation

The Group's solutions for design, development, collaboration and production planning significantly reduce the need for physical prototypes and facilitate remote collaboration.

With integrated scanners, state-of-the-art image sensors and long-life consumables, cutters are designed to optimize material consumption and reduce waste. In addition, preventive maintenance, spacing of revisions and remote intervention are all subjects that have been reinforced, every year since 2007, reducing travel and the use of spare parts.

#### Constant attention to the safety of cutting room operators

Lectra delivers products that are safe, accessible and easy to use. To guarantee user safety, all equipment features high-performance safety systems. To take just one example, since 2018, all new cutters feature a motion detection system that instantly stops cutting in the event of risky user behavior. The latest generation of cutters also incorporates a numerical control system certified for safety by a third-party organization.

#### Lectra has deliberately chosen to produce in close proximity to its markets

Lectra is the only company in the industry to have three manufacturing sites, in China, the United States and France. This is enabling the majority of the equipment to be gradually produced at the local level. Wherever possible, equipment is co-designed with local suppliers. Thus, over 92% of the components are purchased locally for the three industrial sites and customer requirements for consumables and spare parts (for Bordeaux-Cestas they come from European

suppliers). The Group is also attentive to transport. To reduce CO<sub>2</sub> emissions, deliveries are grouped together, the most carbon-efficient routes are selected, and sea freight is privileged. Lectra's cutters, for instance, are designed to be shipped in a single container, which optimizes the ecological footprint of delivery to customers throughout the world.

#### Sustainability is at the heart of the development process for our equipment and software

The Group's innovation strategy is fully consistent with its environmental and social commitments.

Sustainability is a core consideration from the earliest phases in developing each new generation of equipment, with a Life Cycle Assessment (LCA) to identify and reduce environmental impacts. This approach allows a focus on elements with the greatest impact on greenhouse gas emissions, e.g. optimizing customers' material consumption (textile or leather), improving equipment energy efficiency, or reducing the quantity of steel used in manufacturing.

In 2025, Lectra launched a working group regarding Responsible Digital technology, with the goal of being certified. Following a training course at the end of 2024, the Group had an accessibility audit performed of its institutional website (lectra.com) in the summer of 2025 and launched training courses for its product and R&D teams on the subject. The goal is to gradually master the topics covered by the sustainable IT approach, starting with accessibility, as identified by the audit. The results are available on the "Accessibility" page of the website.

#### Acquisition strategy

Through the acquisition of companies and technologies focused on value chain optimization (Kubix Link, Retviews, Neteven, TextileGenesis, and Launchmetrics), Lectra enables its customers to meet the market's emerging expectations in terms of sustainability and waste reduction.

Since the acquisition of its main competitor, Gerber Technology, in 2021, the Group's acquisition strategy has focused on the fashion market and aims to expand its portfolio of technological solutions, while simultaneously integrating tools that facilitate the development and marketing of garments in a more sustainable and eco-responsible way.

Back in 2021, Lectra's Innovation Lab established a forum to exchange views on sustainability issues with its stakeholders in the fashion sector. This forum comprises over thirty institutions, brands and start-ups, that collaborate on topics such as eco-design, traceability, and decarbonization of the value chain. It also helps to connect customers with start-ups with a view to testing their solutions and identifying potential acquisitions.

Moreover, for the Group's customers, excess inventory often leads to losses, especially when products become obsolete or no longer correspond to market trends. Lectra's innovative technological solutions facilitate a proactive approach to inventory management, enabling customers to align their production with actual demand and thus avoid overproduction, which can lead to considerable textile waste.

Having established its position as a responsible technological leader, Lectra attracts customers concerned about environmental issues, which contributes to both the Company's growth and its sustainability objectives.

1.4 Lectra's sustainability commitments

In line with its 2026–2028 strategic roadmap and its material impacts, risks and opportunities, Lectra is continuing to position itself as a sustainability enabler.

The Group's sustainability commitments are focused on three main pillars:

- Transformation
- Talent
- Trust

There are three areas of action and commitment in each pillar, which are all geared towards Lectra's sustainability objectives.

Our sustainability commitments

T	T	T
<p style="text-align: center;"><b>TRANSFORMATION</b></p> <p>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.</p> <p><b>Customers:</b> 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.</p> <p><b>Technology:</b> 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.</p> <p><b>Climate and impact:</b> Our proactive measures reduce emissions across our locations while fostering awareness and accountability among employees.</p>	<p style="text-align: center;"><b>TALENT</b></p> <p>We promote a collaborative culture, prioritize shared values, and invest in continuous learning and transformation to prepare our teams for the future.</p> <p><b>Attractiveness:</b> Our goal is to be an employer of choice, and a source of inspiration and support for future fashion professionals.</p> <p><b>Culture:</b> Our strong, unified culture—the Lectra Way—supports the integration of new teams while accelerating the Group's transformation.</p> <p><b>Development:</b> 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.</p>	<p style="text-align: center;"><b>TRUST</b></p> <p>We uphold the highest ethical standards, ensure robust cybersecurity, and foster a responsible business ecosystem through strong partnerships.</p> <p><b>Ethics:</b> Our commitment to ethics and accountability guides everything we do, ensuring that each action reflects our values and earns trust.</p> <p><b>Cybersecurity:</b> Our solutions are built with security at the core, protecting our customers' data. We continually improve cybersecurity to safeguard the integrity of our operations.</p> <p><b>Ecosystem:</b> Our integrity extends to the partners we choose. We work closely with suppliers who share our dedication to responsible, ethical practices.</p>

**Commitment to the UN Global Compact since 2023 and active contribution to the Sustainable Development Goals (SDGs)**

Lectra, which has been a signatory of the UN Global Compact Network France since April 2023, is committed to reporting annually on its progress in sustainable development and to respecting the Compact's ten principles in the areas of human rights, labor law, the environment and anti-corruption.

With over 20,000 members in 164 countries and 70 country networkse UN Global Compact, launched in 2000 by then UN Secretary-General Kofi Annan, has now become the largest

international initiative for sustainable development and Corporate Social Responsibility (CSR).

Adopted in September 2015 by 193 countries at the United Nations, the 17 SDGs, which constitute an action plan for peace, humanity, the planet and prosperity, require deployment of multi-stakeholder partnerships. The ambition is high: to transform our societies by eradicating poverty and ensuring a just transition to sustainable development by 2030.

As a member of the Global Compact, Lectra has decided to commit to this unique endeavor, and is participating directly or indirectly in joint efforts to achieve the following nine SDGs:

**Our Sustainable Development Goals (SDGs)**



## 1.5 Stakeholder engagement

The Group has identified a panel of stakeholders that are essential for its business activity:

Stakeholders	Principal expectations from Lectra	Forms of communication
<b>Current and potential shareholders</b>	<ul style="list-style-type: none"> <li>- Return on investment</li> <li>- Governance</li> <li>- Identification, management and anticipation of risks and opportunities</li> <li>- Business ethics</li> </ul>	<ul style="list-style-type: none"> <li>- Investor meetings and conferences</li> <li>- Regular interviews</li> <li>- Responses to rating agency questionnaires</li> <li>- Presentations to shareholders' meetings</li> </ul>
<b>Directors</b>	<ul style="list-style-type: none"> <li>- Governance</li> <li>- Sustainability commitments</li> <li>- Information transparency and reliability</li> <li>- Identification, management and anticipation of risks and opportunities</li> <li>- Long-term value creation</li> </ul>	<ul style="list-style-type: none"> <li>- Board of Directors</li> <li>- Strategic Committee</li> <li>- Audit Committee</li> <li>- Sustainability Committee</li> <li>- Compensation Committee</li> <li>- Nominations Committee</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>- Need for recognition</li> <li>- Group's attractiveness</li> <li>- Skills development</li> <li>- Corporate culture</li> <li>- Pride of belonging to the Group</li> <li>- Health and safety at work</li> <li>- Wellbeing at work</li> </ul>	<ul style="list-style-type: none"> <li>- Company social network</li> <li>- In-house competitions between teams</li> <li>- In-house conferences</li> <li>- Dialogue with social partners</li> <li>- YourVoice satisfaction survey</li> <li>- Meetings with Human Resources</li> <li>- E-learning platform with modules on sustainability, cybersecurity, ethics, etc.</li> <li>- Sustainability presentation during the onboarding of new employees</li> <li>- Employment forums</li> <li>- Internships and work-study contracts</li> <li>- Presentation at specialized conferences</li> <li>- Presentation at numerous schools and universities</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>- On-going listening and dialogue</li> <li>- Business ethics</li> <li>- Innovation and adaptability</li> <li>- Quality of products and services</li> <li>- Compliance with contractual obligations</li> <li>- Regulatory compliance</li> <li>- Environmental protection</li> <li>- Accessibility and safety</li> <li>- Data protection and security</li> </ul>	<ul style="list-style-type: none"> <li>- Partnership relationship</li> <li>- Assistance to definition of needs</li> <li>- Thematic webinars</li> <li>- Regular dialogue with Customer Success teams</li> <li>- Customer satisfaction surveys</li> <li>- Think tank on sustainability topics</li> <li>- Newsletters</li> <li>- Responses to supplier rating bodies: EcoVadis, Ethifinance, CDP</li> <li>- Trade show demonstrations and presentations</li> <li>- Publication of white books on Industry 4.0 and sustainable fashion</li> <li>- Visits to the Experience Centers at Bordeaux-Cestas, Atlanta and Shanghai</li> </ul>
<b>Start-ups (future acquisitions or partnerships)</b>	<ul style="list-style-type: none"> <li>- Long-term partnership</li> <li>- Growth accelerator</li> <li>- Transparency</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings with identified start-ups</li> <li>- Workshops for testing start-ups' solutions with selected customers</li> </ul>
<b>Suppliers and subcontractors</b>	<ul style="list-style-type: none"> <li>- Long-term partnership</li> <li>- Profitability</li> <li>- Business ethics</li> <li>- Compliance with contractual undertakings</li> <li>- Loyalty</li> </ul>	<ul style="list-style-type: none"> <li>- Balanced negotiations</li> <li>- Long-term contractual relationships</li> <li>- Responsible Purchasing Charter</li> <li>- Assessments of suppliers by EcoVadis</li> <li>- On-site inspections and audits</li> </ul>
<b>Government authorities and local communities, including schools and universities</b>	<ul style="list-style-type: none"> <li>- General interest</li> <li>- Compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings with local authorities</li> <li>- Meetings with trade associations</li> <li>- Supplying software free of charge for fashion students and future professionals</li> </ul>
<b>The media</b>	<ul style="list-style-type: none"> <li>- Transparency</li> <li>- Sustainability commitments</li> </ul>	<ul style="list-style-type: none"> <li>- Testimonials in specialist trade press</li> <li>- Press releases</li> </ul>
<b>Global organizations and associations</b>	<ul style="list-style-type: none"> <li>- Transparency</li> <li>- Sustainability commitments</li> </ul>	<ul style="list-style-type: none"> <li>- Membership in United Nations Global Compact</li> <li>- Publication of annual Communication on Progress (COP)</li> <li>- Signing of the RFAR (Supplier Relations and Responsible Purchasing) charter set up by the Médiateur des Entreprises and the Conseil National des Achats (CNA - National Purchasing Council)</li> </ul>

## 1.6 Sustainability governance and management

Regulatory developments relating to sustainability have led the Group to review and specify the role of its governance bodies involved in sustainability related activities and decisions, as follows:

- The Board of Directors and its specialized committees;
- The Executive Committee;
- The Sustainability Steering Committee.

Section 1, in the Report on Corporate Governance, describes the governance structure and composition of the Board of Directors and Executive Committee.

The following table sets out the principal missions and operations of the Board of Directors and its committees to ensure the coordination and interconnection of their work in the area of sustainability:

Sustainability missions	Composition – Skills in sustainability
<p><b>Board of Directors</b></p> <p>approves the sustainability strategy, based on an exhaustive assessment of the Group's material Impacts, Risks and Opportunities (IROs);</p> <p>examines the modalities for implementing this strategy with an action plan and time horizons, as well as results obtained and the appropriateness, if applicable, of adapting the action plan or modifying objectives, particularly in light of changes in the company's strategy, technologies, shareholders' expectations and the capability to implement them;</p> <p>validates the content of the sustainability report and ensures that the information provided to shareholders and markets is relevant, balanced and educational with regard to sustainability strategy and issues.</p>	<p>All directors possess sustainability skills (see section 1.4.2 "Corporate Governance Report").</p> <p>In addition, all directors attended a seminar on the CSRD and on climate issues in May 2024.</p> <p>Non-executive directors attend regular training courses on the company's specific issues, particularly with regard to sustainability.</p> <p>The Board of Directors is composed of four women and three men, and five of the seven members are independent.</p>
<p><b>Strategic Committee</b></p> <p>reviews and discusses the major strategic orientations and development priorities proposed by the Chairman and Chief Executive Officer to prepare the Group for the economic and sustainable development; challenges and risks to which it is exposed and to strengthen its business model;</p> <p>uses the material IROs resulting from the Group's double materiality analysis.</p>	<p>The Strategic Committee includes all directors and consequently has the necessary sustainability-related skills.</p>
<p><b>Sustainability Committee (formerly the CSR Committee)</b></p> <p>supervises the entire sustainability plan, including cybersecurity from 2025 onwards, and ensures its alignment with the Group's strategic orientations;</p> <p>oversees the reporting of sustainability-related information, in particular the material issues included in the double materiality assessment (impacts, risks and opportunities), and examines and monitors the implementation of the corresponding action plans;</p> <p>examines the content of the sustainability report and all Group communications relating to sustainability, in conjunction with the Audit Committee;</p> <p>makes recommendations to the Board of Directors.</p>	<p>The Sustainability Committee includes at least one director who is also a member of the Audit Committee and one director who is also a member of the Compensation Committee in order to help coordinate sustainability actions.</p>
<p><b>Compensation Committee</b></p> <p>develops and proposes criteria for the variable portion of compensation for the management team based on objectives relating to sustainability criteria, at least one of which is linked to the Company's climate objectives.</p>	<p>The Compensation Committee includes at least one director who is also a member of the Sustainability Committee in order to coordinate the works required to identify the sustainability criteria included in the variable portion of the management team's compensation.</p>
<p><b>Nominations Committee</b></p> <p>ensures that directors' skills are complementary and that the presence of sustainability-related skills exist (see the chapter entitled "Directors and management bodies/Skills represented on the Board of Directors" in the Corporate Governance Report.)</p>	<p>All candidates nominated to the Board of Directors must have competency in at least one of the sustainability areas.</p>
<p><b>Ad hoc Committee</b></p> <p>ensures that the succession of the Chairman and Chief Executive Officer is prepared in order to guarantee the continued development of the Group</p>	<p>This committee ensures that sustainability-related skills are part of the candidates' skills.</p>
<p><b>Audit Committee</b></p> <p>ensures the fairness of the information in the sustainability report (integrity, monitoring, and auditing);</p> <p>selects the auditors assigned to audit the information on sustainability;</p> <p>ensures that the Sustainability Committee oversees the process for preparing the information on sustainability, and monitors the progress of the cybersecurity plan;</p> <p>reports to the Board of Directors on the results of the audit of the sustainability report; on how this task contributed to the integrity of the information; and on the respective roles played by the other specialized Committees in this process.</p>	<p>The Audit Committee includes at least one director who is also a member of the Sustainability Committee, in order to coordinate sustainability-related activities.</p> <p>At least one member of the Audit Committee must have expertise in the area of cybersecurity.</p>

**Sustainability management**

The Group’s Sustainability Referent (the General Secretary) and the Vice-President Sustainability coordinate the roadmap management process and the various workshops operating under the responsibility of multidisciplinary teams.

The Sustainability Steering Committee meets each quarter chaired by the Chairman and Chief Executive Officer. Its members include the General Secretary, the Chief Technology Officer, the Deputy Chief Executive Officer, the Chief Marketing and Communications Officer, the Chief Strategy Officer, the Chief Customer Success Officer and the Vice President Sustainability, with the following tasks:

- to monitor progress of ongoing projects;
- to provide information on the constraints and limitations of each project as identified by the sustainability department;

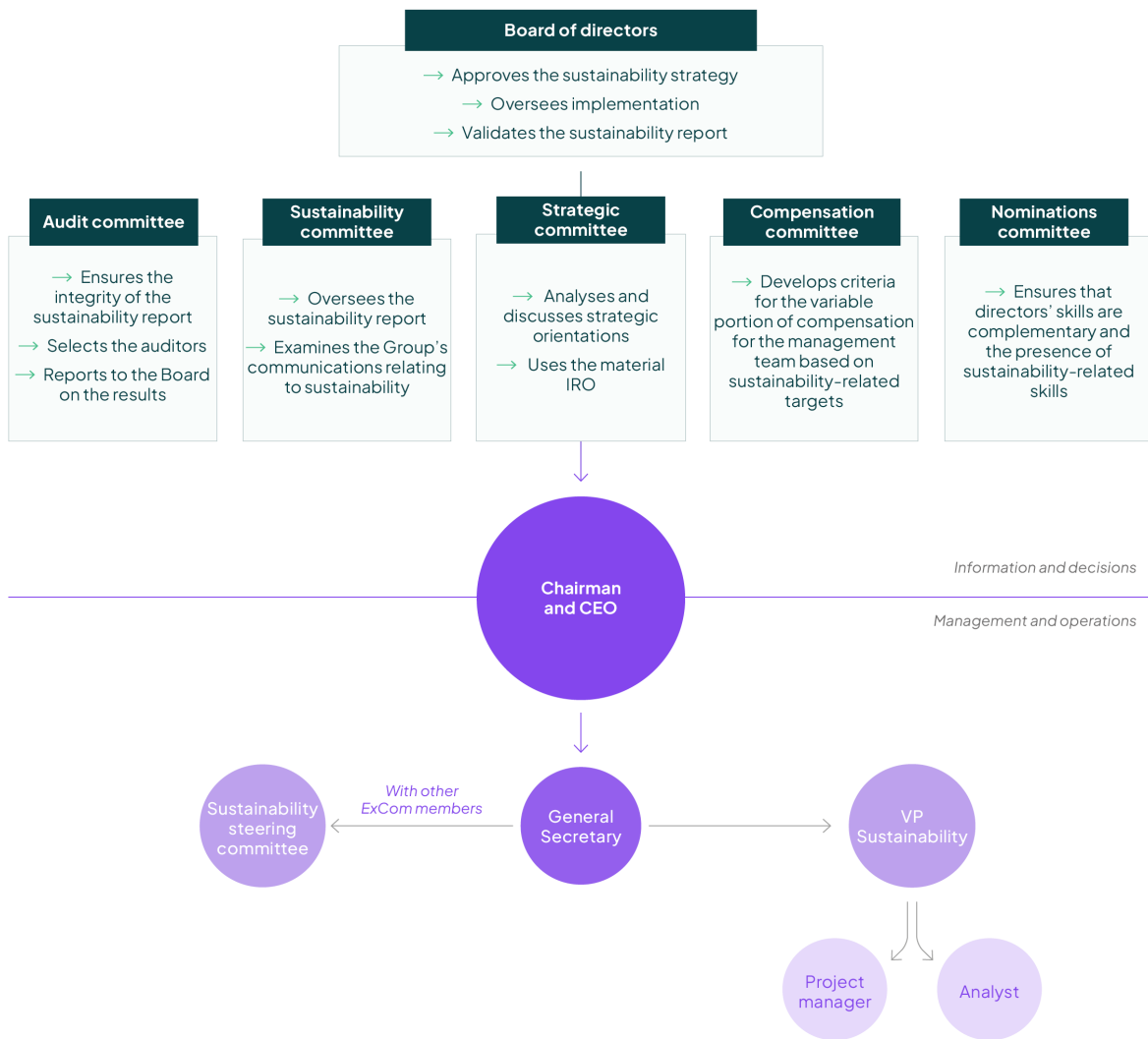
- to validate the appropriateness of actions undertaken and resource allocation;
- to measure progress towards achieving objectives.

The Vice President Sustainability, working with her team, ensures the implementation of commitments, their alignment with the Group’s strategy, and their continuity over time. She manages and coordinates the Group’s non-financial reporting, including preparation of the sustainability report, and provides input to the audit of the Statutory Auditor responsible for sustainability.

After each acquisition, she ensures that the Group’s approach is understood, shared and applied by the newly-joined teams.

**Governance and management bodies for sustainability**

**Sustainability governance and management**



**Sustainability-based variable compensation criteria**

For members of the Executive Committee (and certain specified positions within the Group), a portion of variable compensation is directly linked to sustainability objectives, as follows:

- 40% linked to improvement in the Ecovadis and Ethifinance ratings;
- 40% linked to improvement in the employee engagement rate (calculated on the basis of the YourVoice survey);

- 20% on achieving the climate transition plan’s objectives (broken down as follows: 5% on scopes 1 and 2, and 15% on scope 3).

Based on achievement of these objectives, a bonus or penalty factor of positive or negative 25% is applied to the total variable compensation of each eligible employee.

Details of this variable compensation are available in section 2.2 of the Report on Corporate Governance.



## 1.7 Double materiality assessment

### Framework and objectives

The Group's first double materiality assessment was conducted in the first half of 2024, as part of compliance with the Corporate Sustainability Reporting Directive (CSRD).

Previously, the Group carried out a simple materiality assessment as part of its non-financial performance report: the most recent was conducted by the outside firm Tennaxia in 2022. Stakeholders outside the company were consulted to give their opinion on Lectra's sustainability issues during the study. This study enabled Lectra to include their point of view for the 2024 financial year. Because of time constraints, efforts were focused on employees to obtain their point of view as business experts, and directors were able to give their opinion during bodies such as the Sustainability Committee or the Audit Committee.

This double materiality assessment was published in the Group's 2024 Sustainability Report.

Interviews were carried out with external contributors in 2025, in the second year, to strengthen the relevance of the double materiality assessment.

### Methodology and resources

The works on the double materiality assessment were broken down into two main phases:

- in 2024, when around twenty internal players were mobilized in order to identify and rate the Group's material impacts, risks and opportunities. They included the Chairman and Chief Executive Officer, the Deputy Chief Executive Officer (who was Strategy and Product Officer in 2024) and the General Secretary, as well as business experts from different backgrounds. Lectra's sustainability teams received support from teams from the firm PKF Arsilon to develop their skills in CSRD and to guarantee an ESRS-compliant working environment.

This work also incorporated analyses conducted for the Group by outside consultants at the end of 2022, i.e. an update of the analysis of the major risks facing the Company, including non-financial risks; and the materiality assessment taking into consideration expectations of stakeholders outside the Company. The results of this risk analysis and the internal control procedures

are explained in Section 3.1 "Control environment" and 3.2 "Risk factors" of the management discussion and analysis.

- in 2025, interviews were conducted with the following stakeholders:
  - elected representatives of the Works Council (France);
  - suppliers;
  - customers;
  - Club ETI Nouvelle-Aquitaine;
  - strategic partnerships :
    - AQC;
    - Six Atomic;
  - investors;
  - Campus cyber Nouvelle-Aquitaine;
  - directors.

Unlike the initiative in 2024, these interviews were conducted in a qualitative manner: the persons contacted did not perform any rating work.

Silent stakeholders and those located very upstream (tier 2 suppliers and above) or downstream could not be consulted during these two phases of work. The Group will endeavor to include them in a future assessment.

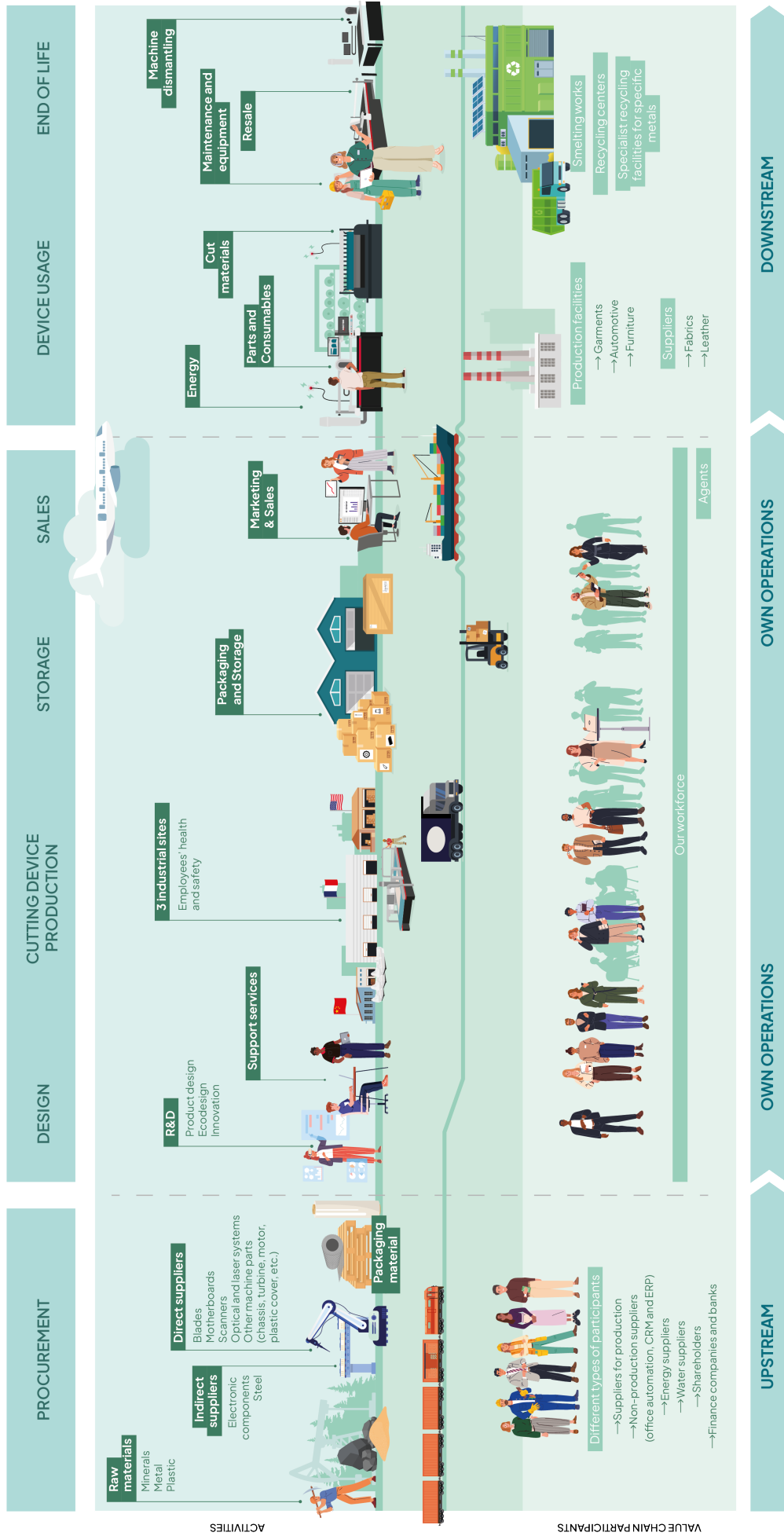
### Value chain

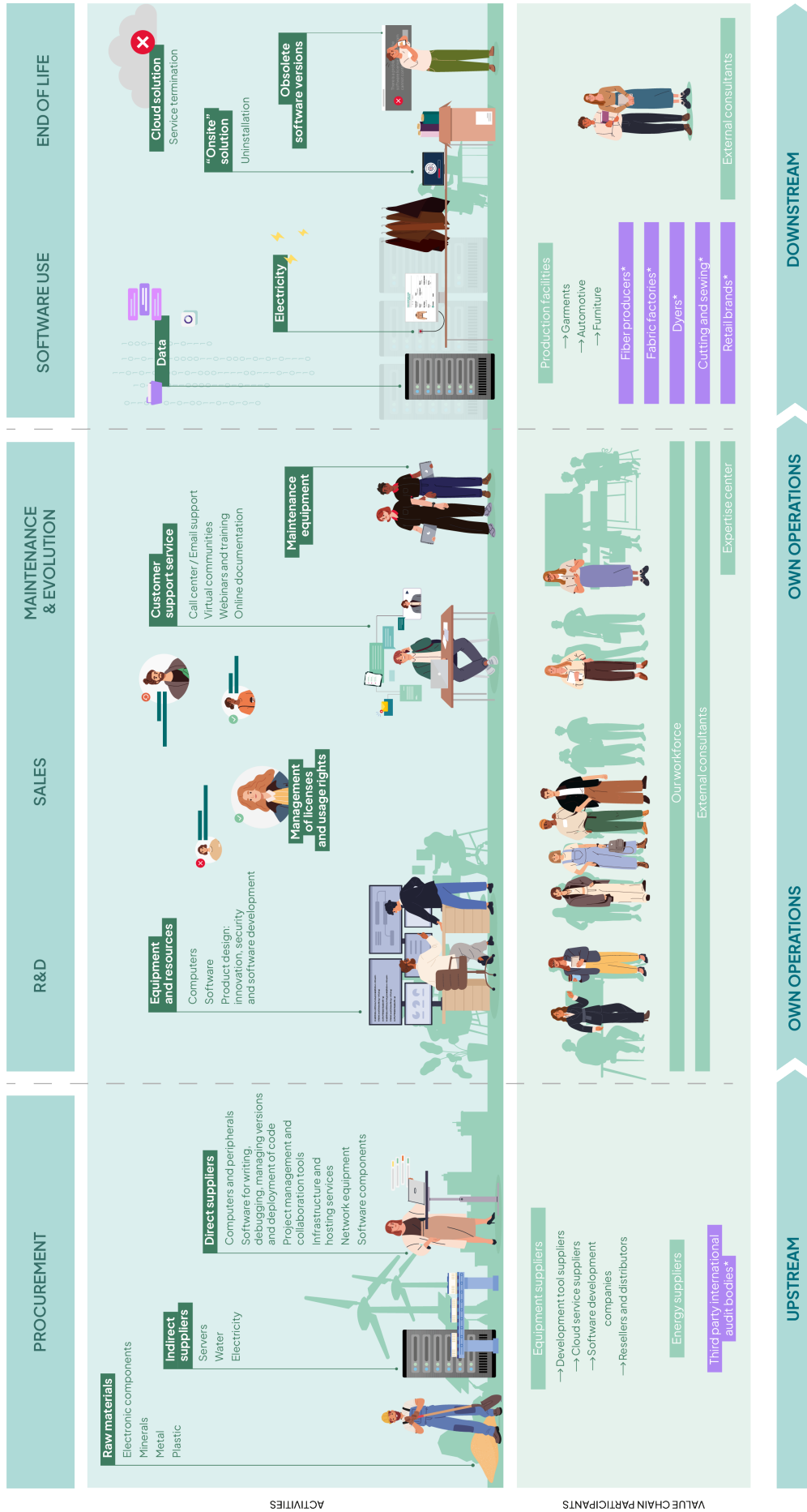
The scope of the double materiality assessment covers the entire Group, along with its value chain:

- upstream: direct and indirect suppliers (of goods and services);
- at the level of the Group's own operations:
  - all Group employees, including employees of companies acquired in recent years;
  - sales agents who operate in certain countries where the Group is established and who sell Lectra solutions on its behalf;
  - service providers.
- downstream: customers and their teams.

Given the specific characteristics of each of the Group's main activities, two distinct value chains have been identified:

- the "Equipment" value chain, which describes the industrial activity, namely cutting machines;
- the "Software solutions" value chain, which covers the software embedded in the cutting machines, long-standing solutions, and the solutions recently added to Lectra's offer, or acquired through external growth.





\*For TextileGenesis only

### Identification and assessment of the materiality of Impacts, Risks and Opportunities (IROs)

For the impact materiality assessment, gross impacts were<sup>(8)</sup> identified by examining the consequences of the Group's own activities and its value chain. This analysis identified potential and/or current environmental, social and governance impacts in the short, medium and long term, without taking into consideration the measures implemented over many years to minimize negative impacts. The analysis was based on functional mapping of the value chains to take into account the direct and indirect stakeholders.

The work was carried out in several steps:

1. **Preliminary identification of impacts, risks and opportunities**, based on the sustainability topics, sub-topics and sub-sub-topics defined by ESRS 1, and drawing on benchmarks for industry peers, Lectra's 2023-2025 CSR roadmap, the Group's risk analysis and the materiality assessment conducted in 2022. This work took into account dependencies on natural resources and human resources, which are considered in relation to Lectra's specific characteristics.
2. **Workshops** bring together some fifteen internal contributors representing the main functions concerned by the IROs (including purchasing, marketing, product, R&D and HR), to review and supplement the pre-identified impacts, risks and opportunities.
3. **Rating the impacts<sup>8</sup>, risks and opportunities** according to the ESRS 1 criteria. A five-tier classification scale with definitions was established to guide contributors when giving their score. At the conclusion of this stage, a correspondence was established between the most material impacts, risks and opportunities and the issues identified during the simple materiality assessment carried out in 2022.

The impacts were quantified according to their severity<sup>(9)</sup>, which was itself scored according to three criteria (scale, scope, irreversibility), and their probability of occurrence<sup>(10)</sup>, in a scoring method aligned with ESRS requirements. This work was carried out by the internal contributors involved in the process.

The risks and opportunities were quantified using the classification scale established for the 2022 materiality assessment, i.e. by severity (which is in turn scored according to four risk/opportunity categories: financial, business continuity, reputational, and regulatory) and their probability of occurrence. This rating was validated by the Chairman and Chief Executive Officer, the General Secretary, and the Deputy Chief Executive Officer (Product Officer at the time).

4. **Selection of material impacts, risks and opportunities** based on a materiality threshold set by consensus with the Chairman and Chief Executive Officer, the General Secretary and the Vice President Sustainability. This threshold was established due to a significant difference naturally observed between the impacts, risks and opportunities rated with the highest scores, and the others.

These results were then shared with Lectra's governance on sustainability issues (see previous section 1.6 on the role of the different bodies).

Changes were made to the double materiality result following these consultations: certain impacts, risks and opportunities were reformulated to define the issues with greater precision and completeness. Others were arbitrated using a bonus/penalty system, to increase an issue that was initially rated just below the materiality threshold but which was considered to be important after a consensus among the governing bodies. Conversely, some other impacts were not maintained above the materiality threshold after these consultations.

5. **Consultation of external stakeholders in 2025, conducted in the form of qualitative interviews**, when interviewees were presented with contextual elements, Lectra's material IROs identified in 2024, and the topics in the AR16 of ESRS 1, giving them an overview of the sustainability issues likely to be involved. The aim of these interviews was to ensure that the material issues for the Group received maximum coverage and that no subject of importance to its stakeholders was overlooked.
6. **Taking the opinion of external stakeholders** consulted in 2025 into account with two scenarios:
  - reformulating certain IROs which were already identified in 2024, so that their titles more accurately reflect the reality of the issues. The IRO score was not changed in these cases;
  - formulation of new IROs concerning topics considered to be missing in the materiality of 2024 (ethics, artificial intelligence). They were rated by management after opinions from external stakeholders and discussions at the joint Audit and Sustainability Committee meeting in September 2025.

### Links with internal control and risk management

The Group regularly updates its assessment of major risks (via interviews with managing bodies and administrators), by integrating ESG risks with the same level of priority as other forms of risk. This assessment was presented to the different bodies responsible for the internal control of sustainability information, as set out above in the previous section 1.6. This working methodology was adopted in 2024, the first year in which the double materiality assessment was prepared.

The key elements of the reasonable vigilance measures are set out in the table in Appendix 1.

### Double materiality assessment results

An exhaustive description of the material impacts, risks and opportunities identified in this assessment is provided at the beginning of each chapter (environment, social and business conduct).

The material ESRS topics identified are: E1 "Climate change", E5 "Resource use and circular economy", S1 "Own workforce", S4 "Consumers and end-users" and G1 "Business conduct".

These material issues are presented schematically in the diagram below. In addition, a table in Appendix 2 specifies the stakeholders concerned and time horizons for each IRO.

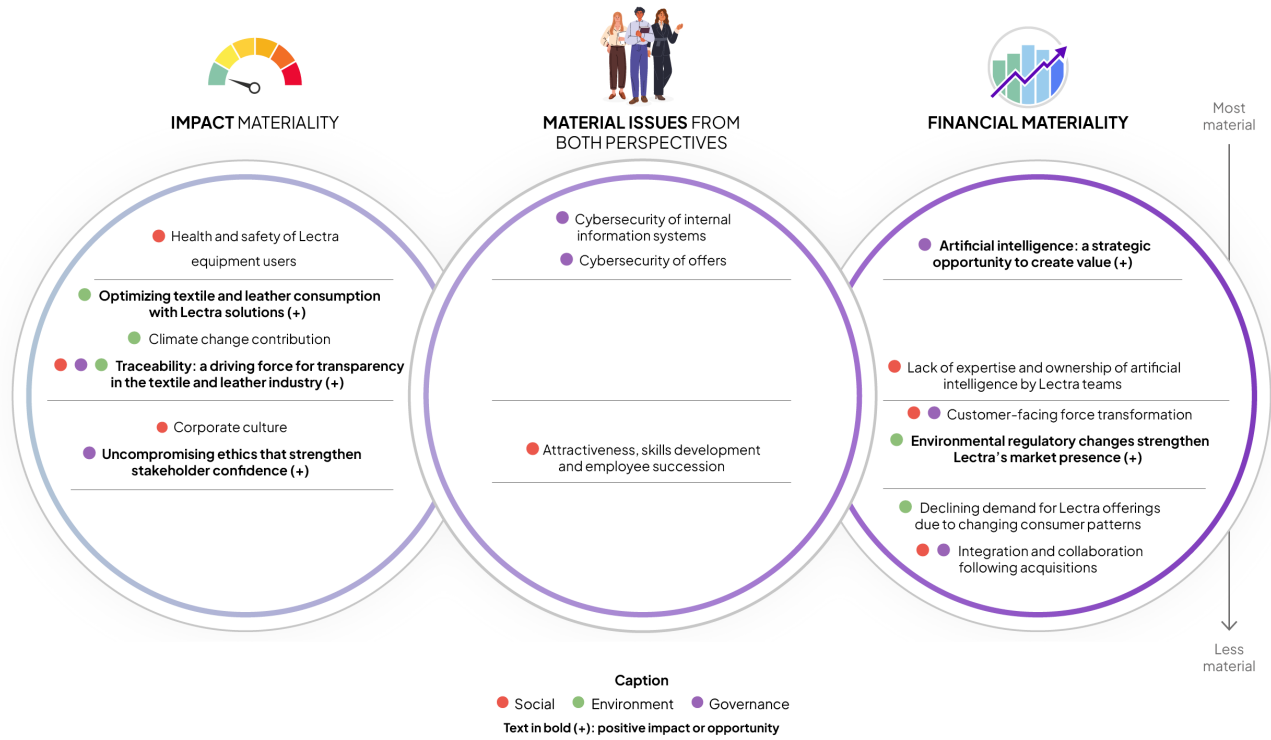
The double materiality assessment did not reveal any material impacts, risks or opportunities for the topics covered by the ESRS E2 "Pollution", E3 "Water and marine resources", E4 "Biodiversity", S2 "Workers in the value chain" and S3 "Affected communities".

(8) Gross impacts: negative impacts assessed assuming the absence of any mitigation action implemented by the Group.

(9) As required by ESRS 1, in the case of a potential adverse impact on human rights, the severity of the impact outweighs its probability.

(10) For potential impacts.

Double materiality analysis result



1.8 Assessment of the Group's non-financial performance

In order to ensure objective recognition of its sustainability policy, the Group has its social, environmental and governance practices regularly assessed by several extra-financial rating agencies, and it transparently communicates on the progress of its results.

Lectra's non-financial performance was rewarded, for the fourth year running with the "Best Managed Company" label by Deloitte.

Assessment of the Group's non-financial performance

			
79/100	80/100	B	88,13%

## 02 – SUSTAINABILITY REPORT






The assessments conducted in recent years show that Lectra's results are constantly improving:

Year rating awarded based on previous-year information	2025	2024	2023	
<b>EcoVadis</b>	80 Gold Medal	70 Silver Level	57 Bronze Level	EcoVadis is a global platform which voluntarily assesses companies' ESG performance across four themes – environment, social and human rights, ethics, and responsible purchasing – in order to measure and benchmark their sustainability. The rating is performed on a 100-point scale.
<b>EthiFinance ESG</b>	79	79 <sup>(1)</sup>	Article 76 <sup>(1)</sup>	EthiFinance is a European ratings, research and advisory group specializing in sustainable finance, which freely and independently assesses the ESG performance of companies using a framework of around 140 criteria covering the environment, social issues, governance and external stakeholders. The rating is performed on a 100-point scale.
<b>CDP</b>	B	C	D	The CDP is an international environmental rating system that assesses the transparency and quality of climate actions by organizations based on their reported data, and assigns them a score ranging from A to D to measure their level of performance and commitment.
<b>ESG Transparency Rating</b>	88.13 % Level "excellent"			The ESG Transparency Rating is a scientific assessment performed by EUPD Research that measures the quality, transparency, traceability and credibility of a sustainability report according to the ESG Transparency Evaluation Standard, a rigorous framework based on more than 350 criteria aligned with the main European and international reporting standards.

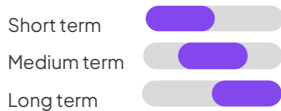
(1) The rating criteria changed in 2025 and the scores of previous years have been revised: the 2024 score was revised to 71 and the 2023 score to 66.

## 2. Environment

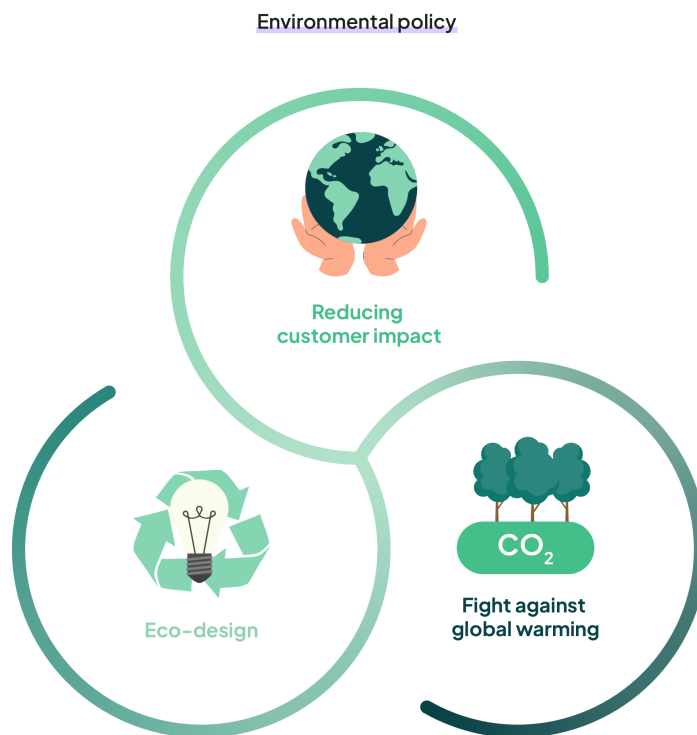
### 2.1 Material environmental impacts, risks and opportunities

IRO	ESRS/topic	IRO category	Location within the value chain			Time horizon	Description
			Upstream	Own operations	Downstream		
<b>Climate change contribution</b>	E1 Climate change mitigation	Negative impact	✓	✓	✓		The Group's annual GHG emissions assessment (around 1 million tons CO <sub>2</sub> eq by 2022) identifies the emission sources it intends to improve in order to reduce its, and its customers', carbon footprint, particularly through the Scope 3, which accounts for the majority of emissions.
<b>Optimizing textile and leather consumption with Lectra solutions</b>	E5 Waste	Positive impact				✓ 	The Group's solutions and their synergies enable its customers to reduce the consumption of textile, which is the part of their value chain with the greatest impact on the environment.
<b>Traceability: a driving force for transparency in the textile and leather industry</b>	E5 S4 Social inclusion of end-users	G1 Positive impact				✓ 	Intended mainly for its customers in the fashion sector, Lectra offers the possibility of knowing the exact origin of the materials purchased and its traceability from the fabric fiber to the final garment, thanks to its TextileGenesis solution: authentication of sustainable materials, transparency on working conditions, supply chain governance. The environmental dimension is discussed in this section. Social and governance topics are described in the social section S4.
<b>Environmental regulatory changes strengthen Lectra's market presence</b>	Lectra specific	Opportunity		✓	✓		Environmental regulations are becoming tougher in many countries, and Lectra is positioning itself as the partner of choice for its customers, providing them with optimal support on these issues, with solutions that meet many of these regulations.
<b>Declining demand for Lectra offers due to changing consumer patterns</b>	Lectra specific	Risk		✓	✓		Mirroring the above opportunity, in the fashion sector in particular, controversies surrounding fast fashion, among other issues, might affect the production volumes of new clothing in the coming years and could reduce demand for Lectra's cutting equipment.

**Caption**



2.2 Environmental policy



This policy is managed using an Environmental Management System (EMS), which provides a structured approach to the commitment to compliance with applicable regulations and the achievement of predetermined objectives. This approach is monitored annually and reviewed in the light of current developments and priorities.

The following sections of the "Environment" chapter describe the points addressed in this environmental policy (the new version will be communicated to employees and will be available on the Group's website in March 2026).

2.3 Contribution to climate change – ESRS E1

2.3.1. Climate transition plan (climate mitigation policy)

The climate transition plan was approved by the Board of Directors, on the recommendation of the Sustainability Committee. It was presented to the Shareholders' Meeting of April 25, 2025 for information.

Cognizant of pressing climate issues and the significant impact of the textile industry on greenhouse gas emissions, Lectra is actively engaged in efforts to reduce the industry's environmental impact. This is the reason why the climate transition plan applies to the entire Group, under the responsibility of the General Secretary.

**Definition of the reference year**

Lectra measured its greenhouse gas emissions (GHG) for the reference year 2022, taking into account the entirety of its activities and the three scopes in accordance with the GHG Protocol, which is the standard for these calculations.

The year 2022 was chosen as the reference year for two reasons: it was the first year the assessment of greenhouse gas emissions included Scope 3, and the activity was similar to pre-Covid levels.

It will be noted that the Group's GHG assessment is far lower than previous years for scopes 1 and 2, which have already been optimized through considerable energy optimization efforts carried out at its production sites over many years (well before 2022, the reference year).



**Reduction objectives**

Lectra established the main milestones of its climate transition plan at the end of 2024, with the support of an external company.

The Group has defined:

- the reference year for greenhouse gas emissions, i.e. 2022;
- quantified objectives for each scope;
- the target year for achieving the objectives, i.e. 2030.

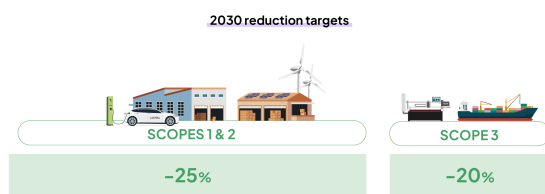
Workshops were held with internal business experts in order to set reduction objectives and the associated action plans for the four areas where emissions are significant: use of Lectra products (equipment and software), building consumption, travel and freight, and purchases of goods and services.

Lectra also joined the UN's Climate Ambition Accelerator working group which supports organizations in setting emission reduction targets by promoting the sharing of best practices.

Note that the Group is not excluded from the Paris Agreement benchmarks.

After examining several scenarios in the framework of the project, including one based on a trajectory consistent with the Paris Agreement, (-42 % for scopes 1 and 2, and -25 % for scope 3), the following commitments were made:

## 02 – SUSTAINABILITY REPORT



These do not currently allow alignment with the Paris Agreement for all the reasons mentioned above, but the Group is committed to doing its utmost to participate in the collective efforts to the best of its ability.

The Group has not yet set any climate targets for 2050, as the current methodology based on the projected development of future equipment ranges does not permit reliable projections.

### Reduction levers

Lectra's strategy to reduce its greenhouse gas emissions is focused on two priorities:

- support customers in their ecological transition by providing innovative solutions capable of reducing the environmental impact of their products at every stage of their life cycle;
- decarbonize all Lectra's activities throughout its value chain.

Reduction levers have been identified, based on this dynamic:

- scope 1: reduction in gas consumption in buildings and transition of part of the vehicle fleet to fully electric vehicles;
- scope 2: reduction in electricity consumption in buildings and production or purchase of renewable electricity;
- scope 3: reduction in the environmental impact of solutions sold, through eco-design, optimized freight, and the purchase of goods and services.

It should be noted that the most significant share of emissions in Scope 3 (65% on average) comes from the electricity consumption of equipment sold during a year. The Group's emissions are therefore dependent on the number of equipment units sold each year and the eco-design efforts applied to each new range, which makes the monitoring and reduction of these emissions operationally complex.

A working group dedicated to monitoring the climate transition plan has been set up to monitor progress on the various levers and identify areas for improvement.

As explained in the section "Sustainability-based variable compensation criteria" in section 1.6, a portion of the variable compensation of the Group's executive officers is dependent on the achievement of the objectives fixed in the climate transition plan.

The Group has not identified any significant locked-in emissions that could compromise its reduction targets at the present time.

## 02 – SUSTAINABILITY REPORT

GHG emissions reduction objectives and drivers	Actions launched since January 2023	Resource allocated since January 2023 (in thousand euros)	2022 (reference year)	2030 reduction objectives (in % or in tCO <sub>2</sub> eq.)	2030 targets (in tCO <sub>2</sub> eq.)
<b>GHG emissions (all scopes)</b>	-	<b>9,175</b>	<b>540,175</b>	<b>-20 %</b>	<b>431,948</b>
<b>Scopes 1 et 2 GHG emissions</b>	-	<b>4,178</b>	<b>3,845</b>	<b>-25 %</b>	<b>2,884</b>
Reduction in gas consumption in buildings (15%)	Optimization of space usage and improvement of heating and air conditioning system management	654	-	- 58 tCO <sub>2</sub> eq.	-
Increase in the electric vehicle fleet (30%)	Acquisition of 100% electric vehicles	341	-	- 167 tCO <sub>2</sub> eq.	-
	Installation and maintenance of electric charging stations at the Cestas site	41	-	- 169 tCO <sub>2</sub> eq.	-
Reduction in electricity consumption in buildings (8%) <sup>(1)</sup>	Optimization of space usage and improvement of heating and air conditioning system management	654	-	- 118 tCO <sub>2</sub> eq.	-
	Renovation of existing buildings	2,375	-	- 169 tCO <sub>2</sub> eq.	-
Coverage of electricity consumption at our main sites through the purchase or production of renewable energy (100%)	Renewable electricity supply contracts for the Cestas and Chalgrin sites	15	-	- 169 tCO <sub>2</sub> eq.	-
	Renewable energy certificates for the Tolland Site	15	-	- 169 tCO <sub>2</sub> eq.	-
	Installation and operation of the Cestas photovoltaic power plant	84	-	- 169 tCO <sub>2</sub> eq.	-
<b>Scope 3 GHG emissions</b>	-	<b>3,411</b>	<b>536,330</b>	<b>-20 %</b>	<b>429,064</b>
Optimization of goods and services procurement	Use of at least 50% recycled steel in equipment frames	-	-	- 34 711 tCO <sub>2</sub> eq.	-
	R&D work to reduce the power consumption of equipment sold	3,411	-	- 73 625 tCO <sub>2</sub> eq.	-
Reduction in the power consumption of equipment sold	Replacement of the most energy-intensive equipment for each range in the catalog	-	-	- 2 428 tCO <sub>2</sub> eq.	-
Optimization of transport modes and logistics flows	Prioritization of sea and road freight over air freight	-	-	- 2 428 tCO <sub>2</sub> eq.	-
Other actions	Calculation of carbon footprint and management of climate strategy (tools and human resources)	1,586	-	-	-

(1) Given the switch to 100% renewable energy contracts at the industrial sites with the highest electricity consumption, reducing electricity consumption at these sites no longer has an impact on GHG emissions. This is why the 2024 target of a 20% reduction in electricity consumption by 2030 has been revised downward (-8%) to be realistic about reducing electricity consumption at other sites, where there is less room for maneuver.

### Action plan

#### → Scopes 1 and 2

The action plan to reduce scopes 1 and 2 emissions focuses on two areas: reducing dependence on fossil fuels and optimizing existing sites.

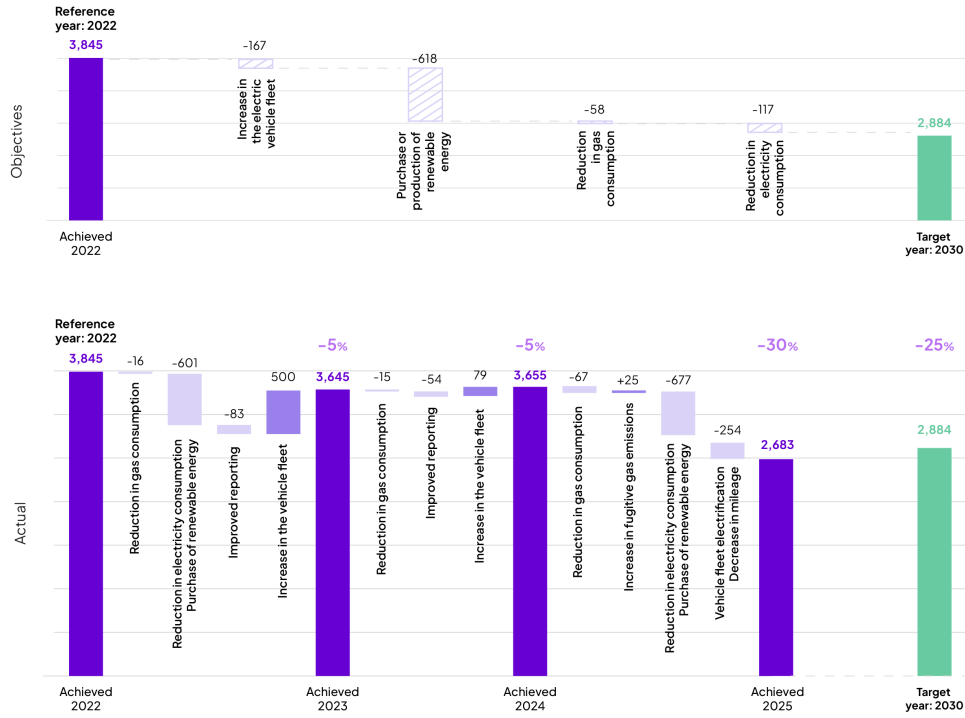
Since January 1, 2025, the Bordeaux-Cestas and Paris-Chalgrin sites have been powered by 100% renewable electricity. A total of 13% of the consumption on the Cestas site is supplied by a photovoltaic panel plant. The signing of a Renewable Energy Certificates (REC) purchase agreement guarantees that 100% of the electricity consumption at the Tolland industrial site, is matched by equivalent

production from renewable sources. A total of 40% of electricity consumption at the Suzhou plant currently comes from solar panels and the objective is for 100% of this consumption to be covered by renewable sources.

Efforts are continuing to reduce gas and electricity consumption at the sites through space optimization, centralized energy management and the gradual conversion of lighting to LED technology. Across the Group, a set of guidelines for selecting new buildings now imposes energy performance criteria.

The vehicle policy was updated in 2025, making electrically powered vehicles the standard for all future vehicle allocations.

Emissions reduction trajectory for scopes 1 and 2 between 2022 and 2030 (tCO<sub>2</sub> eq)



→ Scope 3

Several actions have been identified and are being deployed to reduce scope 3 emissions.

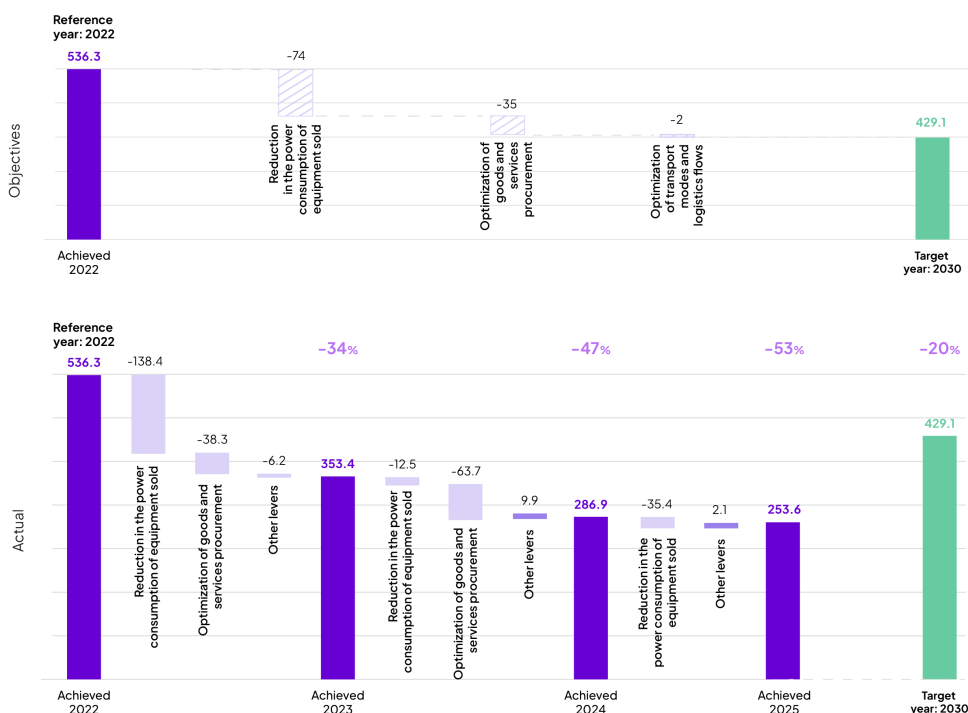
The main lever is the reduction of electricity consumption of equipment. This reduction is based, firstly on choosing a mix oriented towards less energy-consuming solutions and, secondly on a 35% saving on the electricity consumption of new Low Ply equipment. A campaign to measure and estimate the electricity consumption of

equipment marketed since 2022 was carried out in 2025, with the purpose of more accurately quantifying the impact of each product range.

The action plan also includes optimizing purchasing, in particular by incorporating recycled steel into equipment frames.

Finally, the choice of transport mode and the optimization of logistics flows is also considered. In 2025, actions were taken to promote sea or road freight over air freight whenever possible.

Emissions reduction trajectory for scope 3 between 2022 and 2030 (tCO<sub>2</sub> eq)



Investments and financing for the climate strategy (transition and adaptation plans)

In 2025, the Group quantified the total investment required to achieve the objectives of its climate transition and adaptation plans. The investments already made since 2022 have been broken down and are described above for the actions implemented. Since January 1, 2023, approximately €3 million per year has been allocated to expenditure for the climate strategy. On this basis the total self-financed investment was estimated at €20 million between 2022 and 2030, by listing the priority projects between now and 2030, and the actions favoring adaptation (see section 2.3.2). This amount has been validated by the governance department.

Alignment of the transition plan with EU taxonomy climate objectives

Lectra's economic activities are eligible are only partially eligible under the European Union's green taxonomy, because some activities, particularly equipment manufacturing, are excluded. The Group's software supply activity corresponds primarily to the "Circular Economy" environmental objective, under "Provision of IT/OT data-driven solutions".

Lectra has incurred operating expenses (OpEx) to implement actions related to the climate transition plan since 2023. This operational expenditure is eligible and partially aligned with the EU Green Taxonomy Regulation, in categories 7.2, 7.3, 7.4, 7.6 and 9.1 of the "Climate change mitigation" objective.

Similarly, a portion of 2024 CapEx investments, intended for the decarbonization of the Group's own activities in line with the Group's climate mitigation plan, is eligible and aligned with categories 6.5, 7.2 and 7.3 of the "Climate change mitigation" objective.

Lectra's objective is to commit to OpEx and CapEx at levels close to those committed since 2023, every year between now and 2030, which will maintain the same level of eligible investments aligned with the climate objectives of the European taxonomy.

Education

The climate transition plan requires everyone's participation and therefore includes an awareness-raising component. There were several actions to involve employees in 2025:

- "Lectra Climate Transition Plan 2022-2030" game: Lectra has designed a board game on its climate transition plan, to better understand the issues related to GHG emissions, the reduction targets for 2030, and the levers for action. Its goal: to make concepts understandable and to bring people on-board. The game has been incorporated into the "Lectra Together" onboarding program, to raise awareness amongst new employees. Around 300 employees took part during the year, and 10 people were taught how to run the game to ensure it is played;
- good environmental practices guide: a handbook and posters dedicated to tertiary activities designed to raise employee awareness by communicating on simple steps they can take every day to reduce their environmental impact;
- World Environment Day: a Group-wide event organized around World Environment Day, featuring workshops aimed at raising awareness of climate issues and a "soft mobility" challenge;
- CSR training: as in 2024, more extensive training on corporate social responsibility was provided to give all employees a basic understanding of the subject. The proportion of employees present at the end of 2025 who had attended this training course was 82%. This training course is now part of a mandatory onboarding training package for new Group employees.

Communication

Lectra undertakes to disclose its GHG emission reduction targets and its annual GHG assessments each year in its annual report.

2.3.2. Resilience analysis and climate change adaptation policy

The resilience analysis and the climate adaptation plan are managed by the Health Safety and Environment Director, in conjunction with the Sustainability team, under the responsibility of the General Secretary.

**Principles and objectives**

- anticipate and manage the physical risks related to climate change (wildfires, heatwaves, floods, storms, droughts, water stress, soil shrink-swell, etc.) across all critical sites, activities and suppliers;
- protect business continuity and the safety of employees, infrastructure, and equipment by incorporating adaptation into the overall risk management and corporate governance;
- strengthen the value chain's ability to adapt by mobilizing business lines, suppliers and partners around a continuous improvement and innovation approach;
- integrate the constraints associated with climate adaptation into strategic decisions (new sites, purchases), taking medium- and long-term climate scenarios into account;
- seize opportunities in a changing world due to climate change, in particular by developing solutions and services that meet the new climate challenges of Lectra's customers (examples: equipment adapted to extreme environments, traceability tools, regulatory compliance support).

**Methodology**

Lectra had recourse to the expertise of BL Evolution to conduct the climate risk analysis in 2025, which was conducted using the OCARA<sup>(12)</sup> methodology developed by Carbone 4 in collaboration with ADEME<sup>(13)</sup>.

The project was carried out in 4 phases:

1. the context and raising awareness;
2. identification of physical risks;
3. identification of risks and transition opportunities;
4. definition of the adaptation strategy.

The study covered the entire Lectra value chain, with a varying level of granularity for physical risk analysis:

- a comprehensive approach on the supplier side enabled the maturity of suppliers (industrial and indirect) identified as critical to be analyzed;
- in terms of the Group's own operations:
  - the sites identified as priorities were analyzed in detail. A criticality grid was used to identify them. This prioritization was based on criteria such as contribution to revenues, maximum allowable downtime, and the importance of the processes for business continuity or customer satisfaction;
  - the other sites were analyzed with a more macro approach.
- on the customer side, given the strong geographical dispersion, the approach remained global and focused on the operating conditions for the equipment.

The following climate scenarios were used in this analysis:

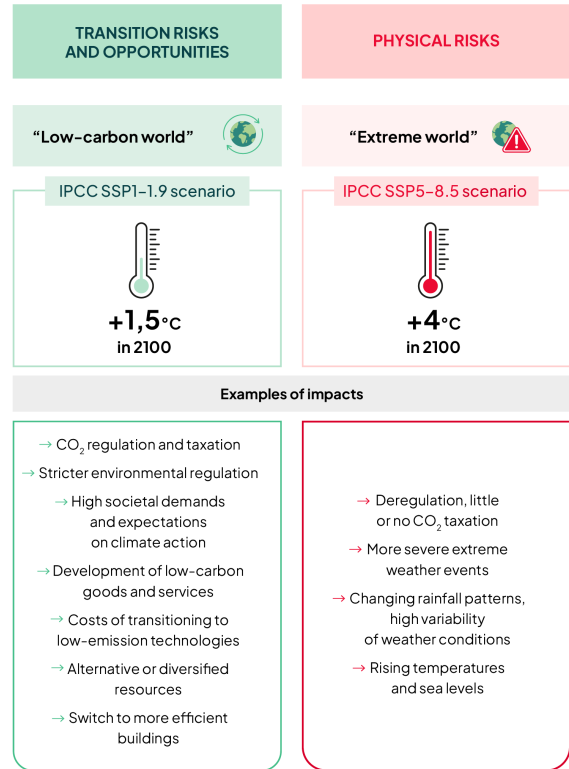
- physical risks: **IPCC<sup>(14)</sup> SSP5-8.5** (RCP 8.5 simulation);

**SSP** means Shared Socioeconomic Pathway and "**SSP5**" therefore corresponds to a socio-economic assumption characterized by strong economic growth, high dependence on fossil fuels and low international cooperation for the climate. This trajectory leads to a radiative forcing<sup>(15)</sup> of **8.5 W/m<sup>2</sup> in 2100**, corresponding to very high emissions (hence **RCP8.5** for Representative Concentration Pathway) and an associated warming of about **+4°C**.

- transition risks and opportunities: **IPCC SSP1-1.9**;

"**SSP1**" corresponds to a socio-economic scenario geared towards sustainability with strong international cooperation, reduced inequalities, and a rapid transition to low-carbon energy sources. **1.9** corresponds to a target radiative forcing level of **1.9 W/m<sup>2</sup> in 2100**, i.e. a very ambitious scenario of reducing emissions to limit warming to **+1.5°C** compared to the pre-industrial era.

**Climate scenarios**



Each risk is assessed according to a specific time horizon, here for climate-related risks, we are talking about:

- short-term/current: 1 to 3 years;
- medium-term: 2030 (which corresponds to the target year of the Group's climate transition plan);
- long-term: by 2050.

The resilience analysis will be updated every five years to take changes in climate risks based on available scientific data, the Group's activities and feedback into account.

**Climate resilience analysis**

**→ Analysis of physical risks**

In accordance with the OCARA method, physical risk is assessed according to three criteria:

- a climate hazard, based on its development over time (frequency, intensity);
- exposure to this hazard, which notably takes the probability of occurrence into account;
- finally, vulnerability, i.e. the likelihood of suffering damage if the hazard occurs, is the criterion used to take into account any existing adaptation measures and the criticality of the site's

(12) OCARA = Operational Climate Adaptation and Resilience Assessment - the leading framework for analyzing the resilience of companies to climate change

(13) ADEME: French Environment and Energy Management Agency

(14) IPCC: Intergovernmental Panel on Climate Change: Intergovernmental Panel on Climate Change

(15) Radiative forcing is a concept in climatology that measures the disruption of the Earth's energy balance. It corresponds to the difference between the radiative energy received by the Earth-atmosphere system and the energy it reflects back to space. When more energy is received than returned, the radiative forcing is positive, which tends to warm the climate.

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processes (as determined by business experts).

The hazards considered in the study are as follows:

The risks established are therefore net because they take into account already existing adaptation measures.

Type of hazard	Climate hazards	Type	Description
<b>Water</b>	Rising water levels	Chronic	Gradual rise in sea level, which may increase the risk of flooding or damage in low-lying coastal areas
	Drought	Acute	Abnormally long period without rain that dries the soil
	Floods	Acute	Water discharge onto areas that are usually dry (from rain, a river, the sea, or rising groundwater)
	Heavy precipitation	Acute	Heavy rain, hail or snow falling in a short period of time, which may damage to buildings or equipment
	Water stress	Chronic	A situation where the demand for water exceeds the available supply or where the quality of the water becomes insufficient
<b>Temperature</b>	Wildfire	Acute	Wildfires that spread through wooded or vegetated areas, sometimes reaching the limits of inhabited areas
	Heat stress	Chronic	Very high outside temperatures that make it more difficult to work or operate equipment
	Heatwave	Acute	Several consecutive days with very high temperatures, higher than seasonal norms
<b>Wind</b>	Storm/hurricane	Acute	Severe weather phenomenon accompanied by strong winds, rain and sometimes hail, which can cause property damage
<b>Solid mass</b>	Soil shrink-swell	Chronic	Ground movements caused by alternating periods of drought and humidity that can crack buildings or roads

The change in average temperatures has been excluded from the analysis because the impact on the business is very minor compared to other hazards. Risks related to snow (avalanches) or cold (frost) were excluded from the scope of application, because there are no sites located at an altitude of more than 800 m (excluding the office in Mexico City, where the impact is insignificant given its activity).

### Result of the physical risk analysis

#### → Suppliers

The analysis of Lectra's suppliers reveals a generally low level of maturity in terms of climate change adaptation: only a few suppliers (18% of the panel identified) have conducted a formalized climate risk analysis and taken concrete action. Physical risks such as flooding,

heat or water stress are well identified by the most advanced players, while transition risks are still poorly integrated. Digital service providers primarily identify risks related to drought and heat waves, whereas industrial providers also highlight the risks of fires, floods, and storms. The majority of suppliers have not yet begun an adaptation process.

#### → Lectra sites

The sites that were the subject of a detailed analysis because they are considered to be **priorities** are: **Cestas** (France), **Tolland** and **Atlanta** (United States), **Suzhou** and **Hong Kong** (China). Critical processes were identified for each site and the potential impact of each climatic hazard on these processes was analyzed in detail.

Analysis of physical climate risks



Site	Hazard	Key findings
Cestas	<b>Wildfires</b>	A risk that is already high today and will increase between now and 2050 (+20 days of exposure). Strong impact on industrial, logistics and IT activities. Measures already in place.
	<b>Heatwaves</b>	More than 60 days a year expected in 2050. Impacts on working conditions (increased need for cooling) and electrical equipment (overheating, risk of breakdown).
	<b>Soil shrink-well</b>	Significant structural risk for buildings and infrastructure, depending on the nature of the soil (additional analyzes will be necessary).
	<b>Storms</b>	Already impacted today. Storm intensity could increase, with potential consequences for buildings and infrastructure.
Tolland	<b>Heavy precipitation and flooding</b>	Increased rainfall intensity expected, with a greater risk of flooding. A risk that is not critical today, but one that should be monitored.
	<b>Storms</b>	Already subject to alerts today. Storm intensity could increase, with potential consequences for buildings and infrastructure.
Atlanta	<b>Heatwaves and thermal stress</b>	100 days a year at temperatures above 35°C by 2050, increase in cooling requirements and the risk of equipment overheating.
	<b>Heavy precipitation and flooding</b>	Expected increase, impacting buildings and potentially logistics access.
Suzhou	<b>Storms / hurricanes</b>	The site has already been affected by several hurricanes, and the frequency/intensity of these events is increasing.
	<b>Heavy precipitation and flooding</b>	Already impacted, with risks increasing from 2030 (rise in water levels + precipitation). The site is classified as a flood zone.
	<b>Heatwaves and thermal stress</b>	70 to 130 days per year at temperatures above 35°C are expected in 2050, affecting working conditions, cooling systems and energy networks.
Hong Kong	<b>Storms</b>	1.5 storms/year forecast by 2050, with increasing intensity exposing infrastructure to significant damage.
	<b>Heavy precipitation</b>	Already rising sharply, with levels doubling compared to the current average. This limits accessibility to the site and exposes communication networks.
	<b>Heatwaves</b>	Up to 110 days per year above 35°C by 2050, with significant impacts on thermal comfort, electrical equipment, and working conditions.
	<b>Storms</b>	An average of 2 storms per year is projected, with increasing intensity and significant risks to buildings and infrastructure.

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The analysis of “secondary” sites was conducted by examining regional exposure to major climate risks:

Climate hazards	Most exposed regions	Potential impacts
Heat stress and heatwaves	Southwest Africa, Southwest South America, Northeast South America, Mediterranean	Oceania, Overheating of equipment, decreased productivity, health risks, increased energy costs
Heavy precipitation and flooding	South Asia, East Asia, North-East South America, Central America, Northern Europe, Southwest Africa	Northern Damage to buildings, logistical disruptions, network outages, risks for employees
Rising water levels	Southwest Africa, Southwest South America, Northeast South America, Mediterranean	Oceania, Long-term damage to coastal sites, disruption or shutdown of activity, vulnerability of networks, logistics impacted
Storms / hurricanes	East Asia, Mediterranean, Northern Europe	Damage to buildings, business interruptions, energy and telecoms cuts, logistical disruptions
Soil shrink-well	Southwest Africa, Southwest South America, Mediterranean, Oceania	Cracks, ground instability, difficulties in accessing water, degraded working conditions
Change in temperatures	Southwest Africa, Northeast South America, Northern Central America, Oceania, Mediterranean	Accelerated wear and tear on equipment, decreased productivity, increased energy demands
Wildfires	Northern Central America, Mediterranean, Southwest Africa, Southwest South America	Destruction of sites, business interruption, power and telecom outages, restricted access

### → Customers

Major climate changes, such as rising sea levels, wildfires, floods, and heatwaves, will have direct consequences for Lectra's customers based on their location. Customers based in coastal or flood-prone areas may have to relocate their facilities or offices to avoid the risk of flooding or erosion. Building and equipment will need to be adapted in regions exposed to wildfires, heatwaves, or heat stress, and safety standards and product operating conditions may have to be revised. In general, this increase in climate-related hazards could lead to a change in customer needs, who will either have to turn to solutions and equipment that are better suited to extreme or tropical environments, or even reconsider their geographical location to ensure business continuity.

### → Analysis of transition risks and opportunities

The IPCC's most optimistic scenario is considered for this part of the analysis: it is a basic component for moving towards a low-carbon world, because it corresponds to a significant reduction in greenhouse gas emissions and therefore a strong commitment from all stakeholders. However, although there is no explicit data on what an economy aligned with the +1.5°C trajectory would look like, the TCFD<sup>(16)</sup> offers a detailed framework of the risks and opportunities related to climate change which companies are exposed to. This framework, which was used for this study, is detailed in Appendix 7.

#### *Results of the analysis of risks and transition opportunities*

Regulatory risks concern changes in requirements in terms of traceability, transparency, sustainability and costs related to the

carbon footprint, with a particularly high impact for traceability. At the market level, Lectra must anticipate changes in consumer behavior (second-hand, reconditioned products), the shift in customer and investor expectations towards low-carbon offers, and the growing commitment to decarbonization by competitors. Other risks include pressure on access to energy and raw materials, the difficulty of insuring certain sites against climate hazards, technological challenges related to low-carbon innovation and the environmental impact of artificial intelligence, as well as reputational and employee engagement issues around sustainability. Overall, these risks are assessed as low to moderate, apart from regulatory traceability, with a high gross risk. This subject therefore requires active monitoring and continuous adaptation of the Group's strategy, particularly in the context of the roadmap of its TextileGenesis offer.

Lectra's main transition opportunities in a low-carbon world concern the development of new digital products and services enabling customers to optimize their use of raw materials, reduce waste and improve traceability, in response to regulatory requirements and market expectations. Other opportunities identified include promoting recycling, remaining ahead of the competition and sustainability regulations, and improving resource efficiency and site resilience against climate hazards. Overall, these opportunities are considered to be very high for digital solutions and traceability, and moderate for other levers, with actions already underway or to be continued to strengthen Lectra's position in a context of ecological transition.

(16) TCFD: Task Force on Climate-related Financial Disclosures = International working group created by the Financial Stability Board to promote the disclosure of climate-related risks and opportunities in corporate financial reports

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### Climate change adaptation policy

#### → Adaptation to physical risks

An iterative approach was used to develop an operational adaptation plan that is consistent with the current level of accuracy for risk analysis.

Two approaches were identified for ensuring the resilience of suppliers, by initially focusing on the most mature partners and

supporting the development of skills among the most exposed and least advanced suppliers:

- asking priority suppliers about their ability to adapt to climate change via a survey;
- integrating the concept of climate risk coverage into supplier analysis grids and, ultimately, into the responsible purchasing policy.

Concerning the Group's operations, the actions already performed and those to be planned are listed in the table below:

Sites	Status	Action	Time horizon
<b>Coping with high heat</b>			
Cestas, Suzhou, Atlanta, Hong Kong	<b>Priority</b>	Install portable air conditioning units to prevent server rooms and critical production equipment from heating up during periods of high heat and if the installations already in place are insufficient (see action below to identify these installations)	1 to 6 years
Atlanta	<b>Priority</b>	Investigate the vulnerability of air conditioning systems	1 to 6 years
Cestas, Suzhou (ongoing)	<b>Priority</b>	Improve employee protection when a weather alert is issued with a "hot weather adaptation plan"	In progress
Cestas	Non-priority	Limit the exposure of air conditioning units to extreme high heat	1 to 3 years
Cestas	Non-priority	Complete the insulation works	1 to 6 years
Atlanta	Non-priority	Check any emergency energy generation devices present and what they cover in terms of installations and consider additional devices if necessary	1 to 3 years
Suzhou	Already carried out	Install air conditioning systems in all work areas	-
Cestas	Already carried out	Verify the correct sizing of the backup generator for IT equipment, and increase the capacity if necessary	-
<b>Coping with extreme rainfall and flooding</b>			
Suzhou	<b>Priority</b>	Engage with owners to protect the building, equipment, installations, and products from flooding in the short and medium term	< 1 year
Suzhou	Non-priority	Regularly assess changes in flood risk in the coming years and ensure that industrial facilities and adaptation measures are compatible with this risk	Recurrent
<b>Dealing with fires</b>			
Cestas	<b>Priority</b>	Maintain the fire prevention actions already in place (tree pruning, maintenance, site evacuation plan)	Every year
Cestas	<b>Priority</b>	Implement a "Cestas site - wildfire adaptation plan" by taking prefectural orders (alert levels) into account	1 year
Cestas	Non-priority	Study the relevance of installing sprinkler systems in storage buildings	1 to 2 years
<b>Coping with storms</b>			
Cestas, Tolland, Suzhou	<b>Priority</b>	Set up a storm anticipation protocol	1 to 3 years
Cestas	Non-priority	Remove the pine trees which specialists consider are dangerous near the site's buildings	1 to 3 years
<b>Avoid the risks of clay shrinkage and swelling</b>			
Cestas	Non-priority	Continue core drilling during building extension or construction	As needed
<b>Protect IT equipment from extreme weather events</b>			
All the industrial sites and sites with server rooms	<b>Priority</b>	Identify the electrical and electronic equipment most at risk on each site (particularly in server rooms and critical production equipment)	In progress
All	Non-priority	Select accommodation sites according to climate-related criteria (link with purchases)	1 to 3 years
All sites with server rooms	Already completed, to be maintained	Set up routers to Cestas and to the internet to redirect network flows should internet access be blocked	-
All sites with server rooms	Already completed, to be maintained	Combine a number of virtual servers on the same physical machine (on 1 physical machine: 60 virtual servers today)	-
All sites with server rooms	Already completed, to be maintained	Install low-voltage CPUs that reduce power consumption and communicate with servers to limit the electrical load required based on consumption	-
All sites with server rooms	Already completed, to be maintained	Automatic shutdown of some servers in case of overheating	-

Adaptation measures will be reviewed annually according to their progress, their effectiveness, the changes in climate risks and feedback.

→ **Adaptation to transition risks and opportunities**

The year 2025 saw a decline in the interest of financial players for ESG issues, mainly because of the economic and regulatory environment. However, it is essential to continue the efforts in terms of sustainability and to be ready to promote environmental results and initiatives as soon as the trend becomes favorable again. The Group remains convinced that this topic is strategic for seizing medium-term investment opportunities.

A project is underway on the quantification and leverage of the carbon emissions avoided at customers' sites thanks to Lectra solutions. This leverage work, considered a priority, aims to strengthen the Company's environmental argument and meet market and stakeholder expectations.

The Group benefits from a good internal perception of environmental issues, but employee expectations are increasing, particularly in France. It is therefore important to communicate more about sustainable actions in order to reinforce a sense of pride and belonging, whilst ensuring that the approach remains authentic and credible.

Finally, the objectives set for 2030 (reduction in energy consumption, renewable electricity supply, electrification of the vehicle fleet) are on track, but remain sensitive to customer demand. Lectra will therefore focus on pursuing and strengthening the actions necessary to achieve energy efficiency and decarbonization objectives.

**Resources mobilized**

See section 2.3.1 "Investments and financing of the climate strategy (transition and adaptation plans)".

**Key metrics and targets**

- Percentage of completion of the action plan
  - **100% by the end of 2030**, excluding insulation on the Cestas site, as this work will continue after 2030
- Number of climatic incidents impacting production
  - **Zero major incidents** (= production stoppage)

**2.3.3. Energy consumption (E1-5)**

Lectra has rolled out an action plan in recent years aimed at reducing the impacts related to its energy consumption, based on improving the energy efficiency of industrial and tertiary sites and on increasing

the share of energy from renewable sources. This plan is part of the overall strategy to reduce the Group's carbon footprint.

Numerous actions have been taken to increase energy efficiency on the Tolland industrial site. While optimizing workspaces contributes to a better use of resources, energy consumption can be significantly reduced by improvements to heating and air conditioning equipment combined with centralized energy management. In parallel, traditional lighting is being replaced by LED lighting, which is also helping to reduce consumption. In addition, 100% of the electricity consumption of the Tolland site will be covered by the purchase of renewable energy certificates (RECs) by 2025.

At the Bordeaux-Cestas site, the installation of photovoltaic panels in 2024 covers 13% of the site's annual electricity consumption. This is coupled with the signing of a contract guaranteeing 100% of the site's electricity supply from renewable sources starting January 1, 2025. Efforts are continuing to improve energy efficiency through measures such as optimizing the management of energy consumption between seasons to adjust consumption to actual needs, renovating thermal insulation, and replacing traditional lightning with LEDs. A program to modernize heating systems is also underway, favoring less energy-consuming equipment such as reversible systems to replace radiators.

At the Suzhou site, 40% of the electricity consumed is produced locally by photovoltaic panels, and efficient air conditioning and heating equipment has been installed to improve the working conditions of employees. This new system is accompanied by the implementation of more accurate monitoring of electricity consumption to maintain an energy efficiency trajectory.

A best-practice guide has been distributed at all of the Group's tertiary sites to encourage eco-responsible behavior.

Energy efficiency criteria have been introduced for selecting all new premises since 2025. Special attention is given to the building's energy performance, to the presence of a centralized technical management system, and the installation of low-energy LED lighting.

The Group's vehicle policy has also been revised to place greater emphasis on environmental criteria in the management of its vehicle fleet. 100% electric motorization has become the norm for all new vehicle allocations (when the country's infrastructure allows it). This measure is accompanied by a rigorous selection of models according to their energy performance and an active promotion of eco-driving.

Energy consumption by use (MWh)	2025	2024
Electricity consumption in buildings	7,620	7,936
Natural gas consumption in buildings	1,568	1,959
Gasoline consumption by vehicles	5,466	5,882
Diesel fuel consumption by vehicles	1,207	2,796
Diesel fuel for generators consumption in buildings	16	20
Electricity consumption by vehicles	373	17
<b>Total energy consumption</b>	<b>16,250</b>	<b>18,610</b>

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Energy consumption by source <sup>(1)</sup> (MWh)	2025	2024
Consumption of petroleum-derived fuels	8,256	8,698
Consumption of electricity, heat or steam derived from fossil sources	1,256	4,399
Total consumption of energy derived from fossil sources	9,512	13,097
Percentage of total energy consumption derived from fossil sources	59%	70%
Total consumption of energy derived from nuclear sources	358	2,916
Percentage of total energy consumption derived from nuclear sources	2%	16%
Consumption of electricity, heat or steam derived from renewable sources	5,886	2,517
Consumption of self-produced renewable energy <sup>(2)</sup>	494	81
Total consumption of energy derived renewable sources	6,380	2,598
Percentage of total energy consumption derived from renewable sources	39%	14%
<b>Total energy consumption</b>	<b>16,250</b>	<b>18,610</b>

(1) The breakdown of energy consumption by source is calculated based on the energy mix in each country and taking into account direct purchases and self-produced electricity from renewable sources.

(2) Installation of photovoltaic canopies in the Bordeaux-Cestas industrial site, operational since September 2024: 1,800m<sup>2</sup> of solar canopies (power output 475 kWc) were installed to supply 10 to 15 percent of the site's electricity consumption. The reported consumption of self-produced renewable energy corresponds to the total rated output of the solar canopies installed.

In 2025, total energy consumption amounts to 16,250 MWh, with an increased share of consumption from renewable sources. The results show a downward trend in electricity consumption, which illustrates the effectiveness of the initiatives deployed on the Group's various sites.

Fuel consumption is also decreasing, reflecting the gradual replacement of some of the vehicle fleet with 100% electric vehicles.

### Renewable electricity

Part of Lectra's energy action plan is based on the purchase of renewable electricity.

In this context, the Cestas site has switched to a supply contract guaranteeing it 100% renewable electricity in 2025. Part of the annual electricity consumption of the Tolland site has been covered by renewable energy certificates (RECs) since 2022, and all of its

consumption is covered in 2025. At the Suzhou site, 40% of the electricity consumed is produced locally by solar panels installed on the roofs.

In addition, several tertiary sites have established energy contracts that include a portion of renewable energy. Since 2025, the consumption of the Chalgrin site in Paris has been 100% covered by a renewable electricity contract. This is the case for the Milan site, where 40% of electricity consumption is renewable, and for the site in Iasi, Romania, where over 40% of consumption is similarly supplied by renewable electricity.

These purchases account for 71% of the Group's total electricity consumption.

### Energy intensity

Energy intensity	2025	2024 <sup>(3)</sup>
Total energy consumption from activities in sectors with high climate impact (MWh) <sup>(1)</sup>	6,554	7,022
Revenues from activities in sectors with high climate impact (k euros) <sup>(2)</sup>	97,712	112,393
<b>Energy intensity (MWh / k euros)</b>	<b>0.07</b>	<b>0.06</b>

(1) The consumption used is that of the three industrial sites where Lectra equipment is manufactured, the Group's only activity in a sector with a high climate impact.

(2) The revenues used for this calculation are the same as those published in the financial statements and correspond to Lectra's activities in sectors with a high climate impact.

(3) Data modified compared to the 2024 publication because not all energy sources were taken into account.

### 2.3.4. Focus on the GHG assessment (E1-6)

Since 2022, Lectra has been committed to publishing a comprehensive GHG assessment that covers not only direct emissions (scope 1) and indirect emissions related to energy consumption (scope 2, location and market-based), but also indirect emissions upstream and downstream in the value chain (scope 3). This approach allows for a comprehensive assessment of the environmental impact of the Company's activities. To ensure that the assessment is rigorous, the Group applies the Greenhouse Gas Protocol (GHG Protocol), a recognized standard for measuring and reporting CO<sub>2</sub> emissions.

#### Methodology

The 2025 report presents:

- the GHG assessment for 2024, calculated exhaustively on scopes 1, 2 and 3;
- the GHG assessment for 2025, calculated using actual data on scopes 1 and 2 as well as on categories 3.11 and 3.12 of scope 3 (use and end-of-life of products sold representing 65% of scope 3), with 2025 data for categories 3.1 to 3.8 and 3.15 of scope 3 being estimated.

The 2025 actual data for categories 3.1 to 3.8 and 3.15 will be collected in 2026, once available, allowing an exhaustive recalculation of the 2025 GHG assessment in the next report.

The GHG assessment takes into all Group activities (production sites, R&D facilities and tertiary sites) into account. To calculate the footprint, Lectra uses physical data whenever possible. When physical data are not available, the Company uses monetary data. In the 2024 GHG assessment, 75% of emissions were calculated using physical data.

#### → Scope 1: direct emissions

Scope 1 direct emissions come from buildings (heating and air conditioning), and from vehicles owned or leased by the Group, which are mainly company and service vehicles. To calculate these

emissions, Lectra uses emission factors from ADEME (the French Agency for Ecological Transition) and other recognized databases.

Limitations: vehicle-related emissions are calculated on the basis of kilometers traveled by the fleet. Data on refrigerant leaks are estimated for the tertiary sites as a whole.

#### → Scope 2: indirect energy-related emissions

Scope 2 indirect emissions are related to the electricity purchased and consumed by the Group. Lectra uses emission factors from the International Energy Agency and ADEME databases to measure these emissions, ensuring that the most recent versions available are used.

Limitations: in the same way as for scope 1, emissions related to vehicle electricity consumption are calculated on the basis of kilometers traveled.

#### → Scope 3: other indirect emissions

Scope 3 encompasses other indirect emissions, *inter alia* emissions related to the use of products sold. Lectra applies specific factors derived from life cycle analyzes performed for each equipment range in the catalog for this category of scope 3 emissions. The Group records the number of equipment units sold each year and applies these emission factors, which correspond to the consumption of electricity and services, with a portion calculated based on financial data, and since 2025, emissions related to major purchases of steel frames calculated based on physical data. Several emission factors are applied, including an emission factor to recover the percentage of recycled steel present in the chassis. For the other scope 3 categories, emission factors based on monetary data or recognized databases are used.

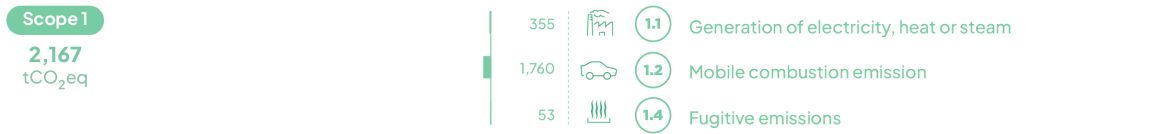
Limitations: some data that are not otherwise available are estimated, e.g. the volume of waste generated by tertiary buildings; and home-workplace commuting emissions that are extrapolated from an employee survey.

Additional information on the calculation of the carbon footprint by GHG Protocol category is provided in Appendix 6.

# Greenhouse Gas Emissions Assessment

## Year 2024

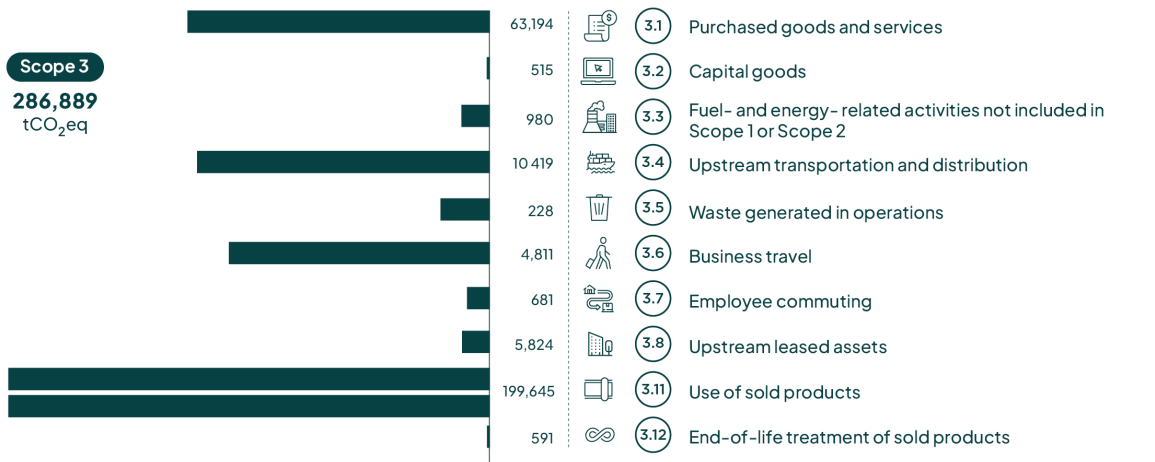
### Direct greenhouse (GHG) emissions



### Indirect emissions associated with energy



### Other indirect greenhouse (GHG) emissions



**Total GHG emissions tCO<sub>2</sub>eq**  
**290,544**

**↘ -46%**  
on 2024  
compared to 2022

1. GHG Protocol (PRG100) – Scope 2 calculated according to the market based method  
2. (6.1) categories of the GHG Protocol Standard

## 02 – SUSTAINABILITY REPORT

### → Recalculations and methodological changes

The 2022 and 2023 GHG assessments have been recalculated compared to the version published in the 2024 Sustainability Report to improve the reliability and comparability of the data. Two main adjustments were made:

- integration of emissions related to recent acquisitions (Suzhou industrial site, TextileGenesis and Launchmetrics): CO<sub>2</sub>eq

emissions generated by these scopes in 2024 were added retroactively to the 2022 and 2023 assessments;

- harmonization of the calculation method for scope 3 emissions (category 3.11): the method used in 2024 has been adopted for all years. It is now based on more accurate measurements of electricity consumption per range of equipment sold. Emissions in this category have therefore been fully recalculated for each year since 2022.

GHG emissions (tCO <sub>2</sub> eq)	2022 (reference year) <sup>(2)</sup>	2023 <sup>(2)</sup>	2024	2025 <sup>(3)</sup>	% N/ N-1	2030	% of reduction vs 2022
<b>Scope 1</b>	<b>1,766</b>	<b>2,167</b>	<b>2,167</b>	<b>1,872</b>	<b>-14%</b>	<b>- 25 %</b>	<b>6%</b>
1.1 Emissions from production of electricity, heat or steam	386	370	355	288	-19%	-	-25%
1.2 Emissions from transportation of materials, products, waste and employees	1,182	1,680	1,759	1,506	-14%	-	27%
1.3 Emissions from physical or chemical processing <sup>(1)</sup>	-	-	-	-	-	-	-
1.4 Fugitive emissions	198	117	53	78	47%	-	-61%
<b>Scope 2 (location-based)</b>	<b>2,118</b>	<b>1,706</b>	<b>1,614</b>	<b>1,427</b>	<b>-12%</b>	<b>- 25 %</b>	<b>-33%</b>
2.1 Indirect emissions related to electricity	2,118	1,706	1,614	1,427	-12%	-	-33%
<b>Scope 2 (market-based)</b>	<b>2,079</b>	<b>1,478</b>	<b>1,488</b>	<b>811</b>	<b>-46%</b>	<b>- 25 %</b>	<b>-61%</b>
2.1 Indirect emissions related to electricity	2,079	1,478	1,488	811	-46%	-	-61%
<b>Scope 3</b>	<b>536,330</b>	<b>353,376</b>	<b>286,889</b>	<b>253,583</b>	<b>-12%</b>	<b>- 20 %</b>	<b>-53%</b>
3.1 Purchased goods and services	165,289	126,942	63,194	64,726	-	-	-
3.2 Capital goods	1,315	399	515	527	-	-	-
3.3 Fuel and energy-related activities not included in scope 1 or 2	1,090	982	980	1,004	-	-	-
3.4 Upstream transportation and distribution	11,560	5,991	10,419	10,672	-	-	-
3.5 Waste generated in operations	221	223	228	234	-	-	-
3.6 Business travel	4,475	4,631	4,811	4,928	-	-	-
3.7 Employee commuting	657	835	681	698	-	-	-
3.8 Upstream leased assets	267	594	5,824	5,965	-	-	-
3.9 Downstream transportation and distribution <sup>(1)</sup>	-	-	-	-	-	-	-
3.10 Processing of sold products <sup>(1)</sup>	-	-	-	-	-	-	-
3.11 Use of sold products	350,595	212,182	199,645	164,357	-18%	-	-53%
3.12 End-of-life treatment of sold products	861	597	591	471	-20%	-	-45%
3.13 Downstream leased assets <sup>(1)</sup>	-	-	-	-	-	-	-
3.14 Franchises <sup>(1)</sup>	-	-	-	-	-	-	-
3.15 Investments <sup>(1)</sup>	-	-	1	1	-	-	-
<b>Total (location-based)</b>	<b>540,214</b>	<b>357,249</b>	<b>290,670</b>	<b>256,882</b>	<b>-12%</b>	<b>- 20 %</b>	<b>-52%</b>
<b>Total (market-based)</b>	<b>540,175</b>	<b>357,021</b>	<b>290,544</b>	<b>256,266</b>	<b>-12%</b>	<b>- 20 %</b>	<b>-53%</b>

(1) These GHG Protocol categories are not applicable to the Group's activities.

(2) The carbon assessments for the years 2022 and 2023 were recalculated using more relevant emission factors, taking into account new measurements of the electrical consumption of sold equipment and including emissions related to new acquisitions, in order to make them more accurate and representative of reality.

(3) Scope 3 of the 2025 carbon footprint is estimated based on the assumption that emissions items 3.11 and 3.12 (consolidated with actual data at the end of 2025) represent 65% of this scope. The corresponding estimated figures are shown in grey.

### Changes

Continuous efforts are being made to reduce the Group's greenhouse gas emissions. Changes in the GHG assessment from 2022 to 2025 confirm the effectiveness of the actions implemented.

Between 2022 and 2025, Scope 1 and 2 emissions decreased by 30% (since the update of the 2022 reference year and integration of acquired companies) illustrating the efforts and investments made to improve the energy efficiency of the buildings.

Conversely, emissions from refrigerant leaks increased due to a refrigerant gas leak at the Tolland industrial site.

A significant reduction in scope 3 emissions is seen between 2022 and 2025, mainly because of the slowdown in machine sales. This decrease is also the result of efforts to optimize consumption.

The significant reduction in scope 3 emissions could justifiably lead to the 2030 objective being revised. However, the climate transition plan was drawn up in a more stable context, which then offered the necessary visibility to set medium-term targets, taking equipment sales projections into account. As announced in its financial press releases, 2025 is an unprecedented year in terms of macroeconomic and geopolitical environments, punctuated by successive announcements since March which have made it impossible for the Group to reiterate its annual sales objectives. Therefore, despite its scope 3 performance significantly exceeding the 2030 objective, as

## 02 – SUSTAINABILITY REPORT

this depends on sales, the Group does not believe it is in a position to set new quantified climate objectives at this stage. The Group is continuing to implement its action plan to consolidate the progress made and remains ready to set revised objectives when the conditions are more favorable.

The Group does not consider it appropriate to make commitments for 2050 for the same reasons.

### Carbon intensity

Carbon intensity	2025	2024	2023
Net revenue (k euros) <sup>(1)</sup>	506,734	526,674	477,579
<b>Total GHG emissions (location-based) (tCO<sub>2</sub>eq) / net revenue (k euros)</b>	<b>0.51</b>	<b>0.55</b>	<b>0.75</b>
<b>Total GHG emissions (market-based) (tCO<sub>2</sub>eq) / net revenue (k euros)</b>	<b>0.51</b>	<b>0.55</b>	<b>0.75</b>

(1) The turnover used for this calculation is the same as that published in section 2 of Consolidated financial statements.

#### 2.3.5. GHG removals and GHG mitigation projects financed through carbon credits (E1-7)

No carbon offset project or plan to buy carbon credits is under consideration at this time.

#### 2.3.6. Internal carbon pricing (E1-8)

No internal carbon pricing projects are being carried out within the Group.

#### 2.3.7. Anticipated financial effects from material physical and transition risks and potential climate-related opportunities (E1-9)

Due to the use of phase-in dispositions, the Group does not report on these data.



## 2.4 Eco-design policy

### 2.4.1. Vision and strategic objectives

In place since 2023, Lectra's eco-design policy is part of a continuous improvement approach that improves the overall performance of its offers and transforms industrial constraints (quality, costs, deadlines, safety) into competitive advantages.

This policy aims to respond to actions envisaged as part of the Group's climate transition plan, to limit the use of resources, and to promote the circular economy.

Three key objectives are defined:

- reduce the environmental impact of equipment design and manufacturing by optimizing their design and minimizing the resources used (ESRS E1 climate transition plan);

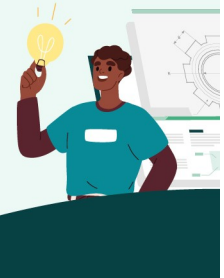
- promote sustainable management of end-of-life equipment by facilitating its recycling or reuse in order to limit waste (ESRS E5 circular economy);
- reduce the impact of the customers' use of equipment, by developing solutions that improve energy efficiency and reduce greenhouse gas emissions (ESRS E1 climate transition plan).

Ten major commitments are being implemented in the areas of materials and life cycle, resources and the environment, and social and safety issues:

### Our engagements

- 01 Optimize material consumption:** focus our efforts on the most critical aspect of reducing the environmental impact of our activities on their lifecycle.
- 02 Continuous improvement:** embark on a process of continuous improvement of equipment, software and services, questioning and constant innovation. Everyone involved in the process must be trained and informed.
- 03 Systemic approach:** view our work as part of a systemic approach that takes account of multiple criteria and their interactions. Involve customers and suppliers in the design of equipment, software and services.
- 04 Act together:** involve customers and suppliers in this approach to engage them in the long term.
- 05 Social responsibility:** take account of the social impacts of production and use of the equipment, software and services (system conformity and safety).

- 06 Resources:** make sure that material and equipment choices are based on environmental and social criteria throughout their lifecycle.
- 07 Water, Air, Soil:** consider water, air and soil to be common assets of all humanity that need to be preserved and protected from pollution throughout the product or service lifecycle.
- 08 Energy:** minimize energy consumption throughout the lifecycle of equipment, software and services. Prioritize the use of renewable, non-polluting energy sources.
- 09 Waste:** minimize environmental pollution and prioritize the recyclability of products and services, as well as of the related residues and packaging.
- 10 Health:** take account of the health impacts of production and use of the equipment, software and services (reduction of toxic products during manufacture).



### 2.4.2. Implementation and resources allocated

#### Management and resources

The Chief Technology Officer is responsible for ensuring that this policy is properly applied.

Lectra invests, on average, nearly 13% of its annual revenues in R&D to enhance and launch new offers.

A team dedicated to eco-design has been part of the R&D teams since 2022. Around ten ambassadors also work within the Group on projects to reduce environmental impacts.

#### Methodology and tools

Based on ISO 14040 and ISO 14044 standards, the life cycle assessment (LCA) methodology used by the eco-design teams is divided into four main, interdependent phases:

- definition of goals and scope of assessment;
- analysis of basic flows of exchanges between the environment and the equipment during its life cycle;
- modeling data and assessing the environmental impact of the life cycle;
- interpretation and communication of the results and indicators that measure the potential impacts on air, water, and other natural resources.

The eco-design team ensures that each new generation of equipment is systematically subjected to an LCA, based on an average lifespan of 12 years for cutting systems.

The teams use recognized tools such as the ecoinvent database and the SimaPro simulation software to identify, quantify and minimize environmental impacts.

The key indicators for the LCA include:

- climate change (kg CO<sub>2</sub> eq);
- exhaustion of mineral and fossil resources (kg Sb eq);
- eutrophication of water (kg PO<sub>4</sub> eq).

### 2.4.3. Eco-design actions

#### Recyclability and end-of-life of equipment

As part of a project focused on the equipment end-of-life (disposal) stage, in 2024 the eco-design teams defined a new indicator: the recyclability rate. For each item of equipment, this indicator was calculated as per standard NF EN 16524. The aim is to evaluate the proportion of a product's materials that can be recycled at the end of its life cycle, based on such factors as ease of separation, the materials used, and the facilities available for collection and processing. The recyclability rate is expressed as a percentage, quantifying the proportion that can be recycled and reused, thus reducing the waste sent to landfill.

## 02 – SUSTAINABILITY REPORT

→ The theoretical recyclability rate of the Vector range of cutters reaches 84%.

The teams have also established a disassembly protocol as part of this project. Lectra has been providing practical disassembly guides since 2025. The procedures and recommendations presented in this guide enable customers and recycling companies to properly separate the different types of materials used in die cutters and to recycle them in the best possible way (ferrous and non-ferrous metal, plastics, waste electrical and electronic equipment, cables, etc.). These practical guides have been adjusted and written to apply to all cutters.

### FSC® certification Chain-of-Custody of paper consumables

The eco-design policy also concerns the consumables used in cutting room operations. The main efforts since 2023 have focused on the single-use paper employed in each cutting cycle. Lectra France and the subsidiaries in Italy, Spain and Portugal obtained "FSC<sup>(17)</sup> Chain-of-Custody" (CoC) certification in September 2023.

Lectra extended this certification to the German subsidiary in 2025.

Certification is valid five years, and was confirmed by the certification body in September 2025.

### Choice of eco-design of equipment

In 2025, Lectra began work on the traceability of recycled steel with its suppliers of chassis, the largest component of Vector cutting systems. The purpose of this work is to set a minimum threshold value for recycled steel in all the frames concerned, thereby reducing their environmental impact.

The modular design of the systems makes it easier to replace, repair, or upgrade components and thus extend the useful life of cutting systems.

Equipment families have been incorporating energy-efficient turbines since 2024, which reduce idling time and, therefore, lower electricity consumption. For example, a reduction in energy consumption of around 30% to 40% has been achieved and measured for the new generations of Vector iX2 and Vector Q2 cutters.

Sensors integrated into the equipment allow customers to calculate and visualize the environmental impact of their design choices (material, process, energy consumption) via dashboards.

Lectra is also committed to enhancing preventive and predictive maintenance (made possible by sensors integrated into the Vector

range) and remote troubleshooting services, maximizing equipment lifespan and reducing the need for replacement.

Work to create a sustainability index for Lectra offers has been underway since the summer of 2025. This index will be based, in part, on criteria such as the availability and price of spare parts, ease of dismantling the product, and the existence of technical documentation. It will also take reliability indicators into account, such as the performance of the product, its resistance to stress and wear, the ease of its maintenance and servicing, or the warranty period.

### Key metrics and targets

Lectra is committed to developing 100% of its new equipment using the eco-design approach: this means that environmental impacts are systematically monitored. The final technical choices are the result of a process of trading off and compromise with traditional industrial performance constraints, such as quality, costs, deadlines, and safety.

Lectra is committed to ensuring that its new cutting systems have a minimum recyclability rate of 80%.

Lectra is committed to reducing its impact on resources by incorporating recycled steel into the frames of its multi-cutting systems. This recycled steel represents 50% or more of the component in question. The Industrial Department will formalize this commitment in 2026 for all chassis suppliers.

Lectra is committed to optimizing the energy consumption of its new equipment and therefore its CO<sub>2</sub> emissions.

Lastly, the Group has implemented an action plan to reduce its waste production within its industrial scope. This waste is mainly packaging cardboard and plastic, together with paper used for cutting tests. Data on waste valorization other than recycling, and on disposal circuits, are not available for this report. The Group will endeavor to improve on this point in the coming year.

Waste (in tons)	2025	2024 <sup>(1)</sup>	2023
Non hazardous waste	455.58	490	454
Hazardous waste	2.21	1	7
<b>Total</b>	<b>457.79</b>	<b>491</b>	<b>461</b>

(1) The Suzhou, China industrial site was included in the waste reporting scope for the first time 2024.

Waste (in %)	2025	2024 <sup>(2)</sup>	2023
Waste recycled	88%	74%	66%
Waste reused	0%	0%	0%

(2) The methodology for data collection and calculation was improved and made more reliable between 2023 and 2024.

(17) Forest Stewardship Council

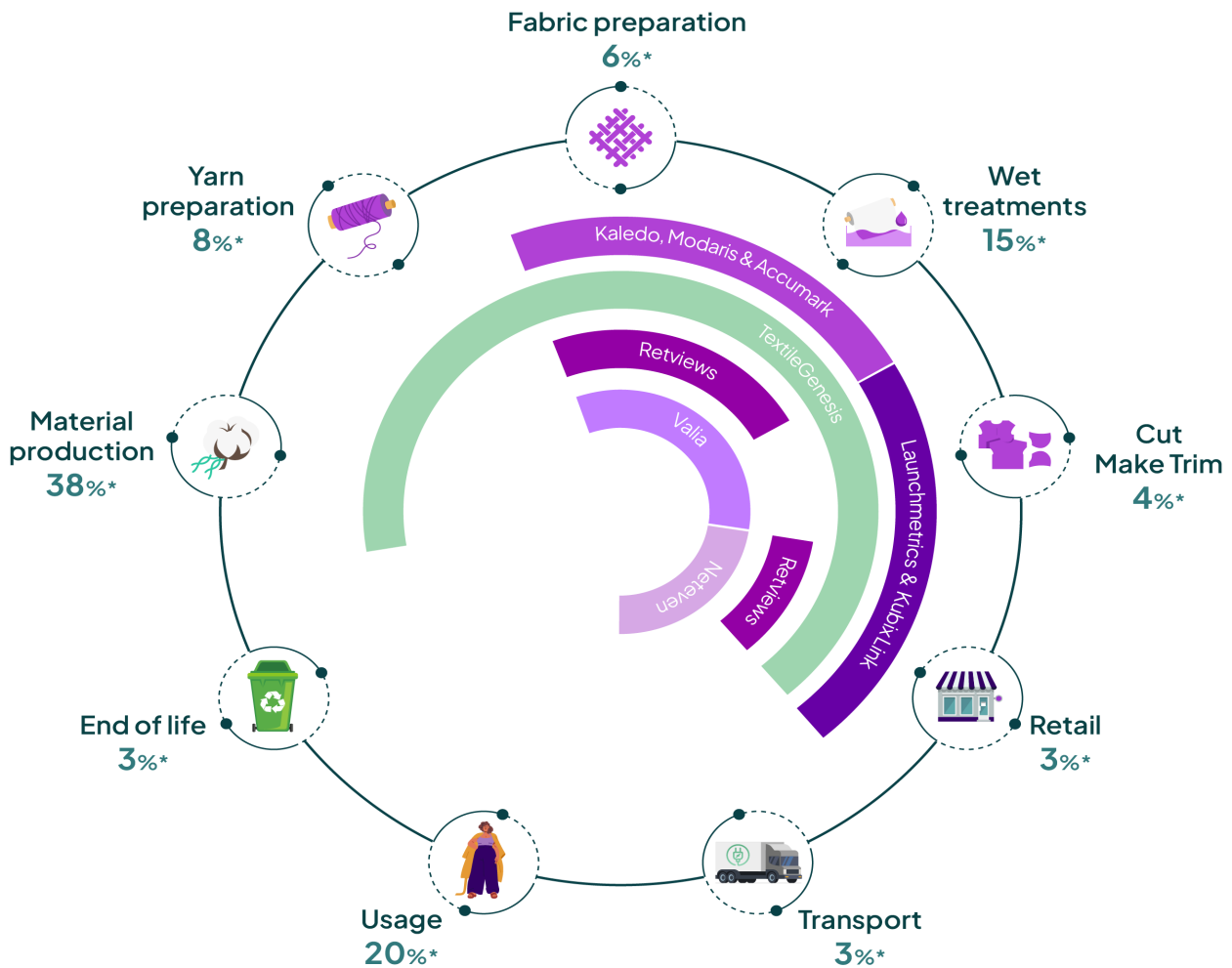
**2.5 Contribution to improving the environmental impact of users of Lectra solutions – ESRS E5 (Resource use and circular economy)**



As detailed in the introduction to the Annual Financial Report, Lectra's business model concentrates on operations in three sectors: fashion, automotive and furniture. However, to facilitate understanding of the Group's added value and its solutions for reducing its customers' environmental impact, this section focuses on customers' impacts identified in the life cycle assessment of a fashion product (see on customers' impacts identified in the life cycle assessment of a fashion diagram below), because fashion is the sector in which those impacts are greatest.

The fashion value chain is one of the most complex of any industry. It is both globalized and highly fragmented; its activities are divided among a multitude of players with varying processes and differing levels of digitization and automation. Product development, cutting and manufacturing continue to be handled largely by manual processes. This fragmentation of the value chain, combined with the differing levels of digitization, contributes to a lack of transparency and limitations on the control exercised by brands.

**The different stages of a garment's life cycle and the Lectra solutions that support them**



\*The figures presented are the result of a study by McKinsey & Company's Fashion. They show the climate impact of each stage of the life cycle.

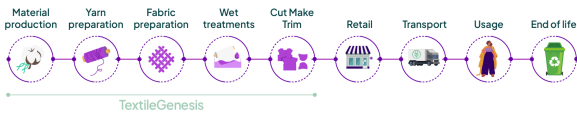
Lectra supports its customers at every stage of their product's life cycle topics achieve their sustainability objectives, by acting on:

- supply chain traceability: guaranteeing the transparency and reliability of material flows and partners;
- optimizing textile and leather consumption:
  - more sustainable creative processes: promoting eco-design and the integration of environmental criteria from the development phase;

- the implementation of virtuous manufacturing processes: optimize the consumption of resources and reduce negative impacts throughout production;
- the launch of responsible marketing strategies: promoting collections and building campaigns aligned with values of social and environmental responsibility.

### 2.5.1. Traceability: a driving force for transparency in the textile and leather industry

#### Value chain decisions



The traceability of purchased materials is a central issue for fashion companies. In fact, the production of raw materials alone accounts for 38% of greenhouse gas emissions over a textile product's entire life cycle. This stage is also very water- and energy-intensive, and often located in low-cost countries where working conditions and respect for human rights are difficult to monitor. In addition, more than 35 new sustainability-related regulations are expected to come into force worldwide within two to four years<sup>(18)</sup>. This further complicates compliance management and the fight against fraud (paper certifications, manual processes).

Lectra proposes TextileGenesis to overcome these challenges. It is a digital solution that enables each commodity transaction to be traced through a system of digital tokens. This end-to-end approach facilitates data collection and sharing, reduces the risk of fraud, and enables compliance responsibilities to be fairly distributed. TextileGenesis has been adopted by the majority of the sector's ESG standards today, and allows brands to access information throughout the value chain quickly, while securing their investments in responsible materials.

#### → Guaranteeing the traceability of sustainable materials

The platform is based on Fibercoin™ technology, which digitizes certified fibers from their origin. Each digital token corresponds to a physical quantity of material, preventing duplication and providing reliable traceability up to the finished product. TextileGenesis covers all the strategic materials for responsible fashion:

- certified cellulosic fibers (viscose, lyocell, modal);
- responsible cotton (Better Cotton, Supima, CmiA, organic cotton);
- recycled materials (polyester, nylon, cotton, wool);
- animal fibers (wool, cashmere, silk) and responsible leather.

The platform offers complete coverage of traceability needs for certified and conventional materials, through its integration with more than 90% of ESG standards (GRS, RCS, OCS, FSC, Canopy, Good Cashmere Standard).

#### → Satisfying environmental regulations

TextileGenesis helps brands comply with key laws and guidelines:

- EUDR (deforestation): data collection down to the agricultural plot and risk analysis via OpenAtlas (satellite data);

- ESPR (eco-design) / DPP: traceability to feed the digital passports produced and support the circular economy;
- AGEC, Green Clair Directive, CSRD: automation of alerts in case of missing documents, verification of certificates and extraction of data for regulatory reporting.

These features enable companies to secure their supply chains and demonstrate compliance in an increasingly demanding regulatory environment.

#### → Integration with Life Cycle Assessment (LCA)

In partnership with Peftrust<sup>(19)</sup>, TextileGenesis links its traceability data with LCA calculations to provide reliable indicators on the environmental impact of products. This integration facilitates the measurement of scope 3 emissions and supports brands' climate objectives.

#### → Advanced technologies for data reliability

The platform uses artificial intelligence and OCR (Optical Character Recognition) tools to automate the validation of transaction documents (invoices, purchase orders, certificates). This technology guarantees more than 95% efficiency, reduces human error and enhances the credibility of environmental data.

#### → Benefits for brands

TextileGenesis brings strategic value to companies by allowing them to authenticate their environmental claims: they can prove the origin of the fibers, the proportion of recycled materials and compliance with ESG standards. This reinforces the credibility of their commitments to consumers and authorities.

By automating data collection and validation, the platform significantly reduces regulatory risk. It also offers seamless integration with internal systems and reporting tools, facilitating the preparation of reporting and life cycle assessments.

TextileGenesis offers global support: multilingual training of suppliers, continuous technical support and easy-to-use digital tools. This collaborative approach ensures rapid and efficient adoption.

TextileGenesis is therefore not limited to technical traceability: the solution is a strategic lever to guarantee environmental compliance, authenticate sustainable materials and integrate data into reporting and LCA tools, thus contributing to value chains which are transparent, responsible and aligned with climate objectives.

By the end of 2025, over 4 billion units<sup>(20)</sup> had been traced in the TextileGenesis platform, which is used by more than 250 brands worldwide, enabling unprecedented levels of traceability to be attained.

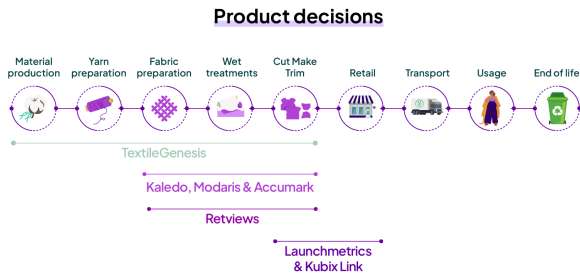
(18) Sustainable Raw Materials Will Drive Profitability for Fashion and Apparel Brands, BCG x Textile Exchange, Oct 23

(19) Peftrust: Life Cycle Assessment (LCA) platform for calculating the environmental footprint of products using the PEF (Product Environmental Footprint) methodology

(20) Unit means a garment : a shirt, pants, a dress, a shoe, etc.

2.5.2. Optimizing textile and leather consumption with Lectra solutions

→ Sustainable product creation



The creation of a collection generates a lot of waste: physical prototypes, fabric scraps, unsold items and defective products.

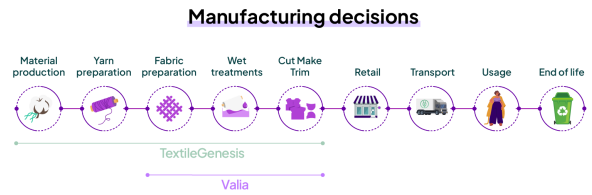
In addition, 40% of companies say they do not have a dedicated solution for managing product<sup>(21)</sup> data, which limits the ability to integrate environmental criteria from the design stage. The balance between the need for novelty, profitability, and sustainability is often detrimental to the environment: brands may be forced to increase volumes, in order to meet minimum order quantities (MOQs), leading to high unsold rates.

Lectra supports its customers with Retviews, which provides real-time market analysis to adjust collections and develop only the best-positioned products (both in terms of price and assortments) thereby limiting unsold inventory. Kubix Link centralizes data from TextileGenesis, Retviews and other life cycle assessment tools, among others. Combined, they allow the customer to assess the environmental impact of products, make better sourcing decisions using the previous season's supply chain data, create collections with a lower carbon footprint, and build trust by ensuring that collections meet recognized certification standards. All to avoid unsold products and finished product waste.

Thanks to its highly precise software for design (Kaledo, Modaris and Accumark), pattern-making, and product lifecycle management specially designed for the fashion industry, Lectra reduces the need for physical prototypes. These tools provide an accurate, comprehensive view of the style and fit of the garment, its ecological impact, its components and their origin, as well as its production cost. This makes it possible to validate the garment digitally on the basis of its economic and ecological characteristics, while ensuring the feasibility of its subsequent production – even before developing the first physical prototype.

Alongside this, Launchmetrics optimizes the use of prototypes for the pre-launch phases (e.g. for fashion weeks and press relations), thus obviating the need for multiple duplicates to ensure their availability during press campaigns, and significantly reducing the carbon impact logistics between fashion presentations and shooting locations.

→ Implementation of virtuous manufacturing processes



Manufacturing is a critical stage, which is impacted by market volatility, fragmented operations, and cost pressures.

Fashion products, and garments in particular, are intrinsically complex. Beyond the brand identity aspect, which encourages brands to constantly renew and diversify their styles to meet the expectations of varying communities and generations of consumers, garments must also adapt to all body types. The variety of materials, their mechanical and technical properties, patterns, designs and components is almost infinite. To satisfy increasingly volatile demand, the pace and volume of work in development and production are accelerating. The fragmentation of operations and the pressure on costs are additional constraints.

As a result, development and cutting operations in the fashion industry must take an ever-increasing number of parameters into account in order to remain efficient, sustainable and profitable.

In addition, this manufacturing remains very manual: the sector is facing a shortage of skilled labor and high turnover, due to the bad reputation of the textile industry caused to numerous scandals over the past fifteen years. The numerous iterations due to manual work lead to errors and cause losses in raw materials and working time, resulting in financial costs for brands. These manual phases do not allow data to be collected, either which is essential for improving their performance.

The investments needed to modernize equipment and adopt more sustainable practices are often a hindrance, especially for smaller structures.

Lectra is responding to these challenges with Valia Fashion, which digitizes and automates cutting workflows, reducing fabric and energy consumption. The solution uses automated calculations to estimate fabric consumption, allowing customers to only order what they need and thus reducing waste. It also allocates orders to different cutting equipment, by taking into account multiple constraints and parameters (e.g. size) to optimize scenarios and thus limit fabric waste.

This automation limits human error and frees up time for operators to manage their production rather than react to it.

Valia Fashion provides customers with dashboards showing the key performance indicators of their production, enabling them to make repeated improvements, but also to meet the transparency and compliance requirements for their manufacturing processes.

(21) Source: Coresight Research, November 2022

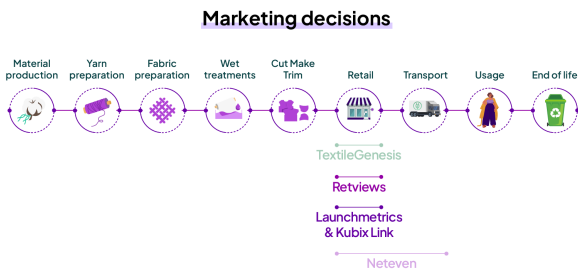
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Information on manufacturing processes is accessible to brands, retailers and subcontractors through TextileGenesis, enabling them to make better decisions about their production. They can prioritize sourcing from countries that use clean energy and from producers whose equipment and production models are less energy- and resource-intensive.

The Empower Fashion maintenance contract enables customers to extend the life of their cutting equipment:

- up to 90% of incidents are resolved remotely for the latest generation of Lectra equipment, thus reducing the carbon footprint;
- equipment which is properly maintained prevents waste and additional cuts.

### → Launch of responsible marketing strategies



The launch of collections and marketing strategies are also sources of waste: in fashion, the average return rate can be up to 30% in e-commerce<sup>(22)</sup>, which increases the logistical and environmental footprint.

Fashion shows have a high environmental impact, from the international travel required for press, buyers and influencers, to the use of paper invitations and the emissions generated by courier delivery. On this specific aspect, Launchmetrics helps brands to digitize all or part of the organization of events and fashion shows. Digital events reduce the need for press and buyers to travel abroad to view collections, further reducing the carbon footprint typically associated with fashion shows.

Launchmetrics also improves how samples loaned to celebrities or influencers as part of events or marketing campaigns are tracked, thus reducing waste.

In addition, the solution offers brands a benchmark of their sustainability performance across media, influencers, partners and proprietary channels, offer a unique view of the perception and valuation of sustainable initiatives on the market.

Inventory management remains complex, however, and overstocking is becoming more common with the proliferation of distribution channels and a lack of visibility over inventories. As mentioned above, Retviews helps to adjust the business strategy to avoid overstocks from the start. The Neteven solution, an online sales management platform, enables products to be offered on the right distribution channels to the end customer (while facilitating multi-channel stock management). The interconnection with Kubix Link enables reliable product information to be delivered, which the consumer will need to make an informed purchase aligned with his or her values. The reliability of data such as origin, components and product certifications through TextileGenesis allows brands to combat greenwashing.

### Specific solutions for the automotive and furniture sectors

While many Lectra solutions have been developed to meet the specific needs of customers in the fashion industry, a number are also applicable to the automotive and furniture sectors (e.g. for optimal nesting for cutting).

For cutting leather, which is widely used in both sectors, the Versalis cutting solution, and Digital Marking in particular, provides virtual identification of hide defects. The ideal cutting layout is then calculated based on the defects. Combined with zero buffer cutting, this comprehensive solution allows the customer to maximize hide yield.

In the automotive industry, material – whether leather or technical textiles – represents a significant expense. Algopex provides customers with real-time production data (material consumption, energy, associated CO<sub>2</sub> emissions, etc.) along with tailored advice on how to adjust their practices.

Like Valia Fashion for the garment industry, the Valia Furniture solution optimizes furniture production through on-demand manufacturing. For example, a sofa will only be produced if it has been ordered by a consumer, thus reducing the risk of unsold items and therefore waste. This makes products easily customizable and tailored to individual preferences, maximizing customer experience and satisfaction, and therefore increasing the likelihood that they will keep their product for as long as possible.

### Related investments

Lectra invested more than €3 million in 2025 (see OpEx eligible for the taxonomy in section 2.7) in software research and development for its customers on material saving subjects.

(22) Several industry studies (Forrester, Statista, McKinsey) advance figures of between 25% and 30% for the average return rate (e-commerce fashion).

## 2.6 Issues specific to Lectra

### 2.6.1. Environmental regulatory changes strengthen Lectra's market presence

Lectra strives to closely support its customers in meeting their needs, particularly with regard to environmental regulations. Because the textile sector is subject to ever-increasing, ever more stringent demands, Lectra is proactive in anticipating new standards and/or trends, with solutions for customers that facilitate compliance.

Traceability and transparency become fundamental consumer demands, and the emerging regulatory framework is moving in the same direction, as shows the France's 2017 Law on the Duty of Corporate Vigilance, that was extended in the European Union's Corporate Sustainability Due Diligence Directive (CSDDD). Lectra is strategically positioned in this area, with the early 2023 acquisition of TextileGenesis, which allows customers to track the origin of materials used in their products.

Going beyond traceability, the European Union's Ecodesign for Sustainable Products Regulation, which came into force in 2024, introduced the concept of the Digital Product Passport (DPP). Goal: provide detailed, transparent information on products throughout their lifecycle. The DPP can include a variety of information:

- origin of materials: details on the sources of raw materials used in manufacturing the product;
- sustainability certifications: information on environmental certification or status achieved by the product;
- environmental impact: assessments of the carbon footprint and other ecological impacts related to the production, use and end-of-life of the product;
- instructions for recycling and end-of-life: responsible disposal recommendations for the product.

Kubix Link, designed to manage all stages in the product life cycle in connection with other Lectra solutions or third-party systems, is able to consolidate and organize the wealth of data required to produce the digital product passport for the fashion industry.

France has imposed an official methodology for the environmental labeling of textile products, based on the Life Cycle Assessment (LCA) and the European PEF (Product Environmental Footprint), since October 1, 2025. This system, which is voluntary but supervised, aims to inform consumers about the environmental impact of products via a single score incorporating several indicators (GHG emissions, water consumption, fossil resources, sustainability, microfibers). Brands that provide a score must respect the standardized graphic charter and deposit their data on the public portal. This initiative, although not mandatory, is part of the Climate and Resilience and AGE<sup>(23)</sup> laws, and is a major lever for transparency and eco-design. It responds to the growing expectations of consumers and retailers.

Today, Lectra is the only technology company in its sector capable of partnering with its customers to meet these transparency requirements, from product development to production, and from collection management to marketing, e-commerce and traceability.

Furthermore, companies are now required to report on their balance of greenhouse gas emissions and to implement strategies for reducing their carbon footprint, often drastically, with the aim of becoming carbon neutral by 2050.

Lectra offers its customers solutions for collecting valuable information on their raw materials (textiles or leather), which often account for a large share of their scope 3 emissions. Optimizing the consumption of these materials using Lectra technologies (precise cutting, on-demand manufacturing, 3D virtual prototyping, etc.) naturally helps to reduce emissions. Finally, since the new generations of cutting-room equipment are more energy-efficient, they directly contribute to reducing users' scope 2 emissions.

### 2.6.2. Declining demand for Lectra offerings due to changing consumer patterns

The trend to consume less, but better, is leading to new purchasing methods and new business models for brands and retailers. For instance, according to ThredUp's annual Resale 2025 report, the global second-hand market in fashion is growing at an unprecedented rate and is expected to reach \$367 billion by 2029. This sector is growing 2.7 times faster than the global apparel industry as a whole, reflecting a profound shift in consumer behavior and retail strategies.

In 2024, a record 58% of consumers bought second-hand clothes, with the youngest generations (18–44 years old) leading the way. Motivated by affordability, durability, and the pursuit of unique style, today's shoppers prioritize quality and resale value when shopping. In fact, 47% of consumers are more likely to make their first purchase from a brand that offers take-back programs, highlighting the role of resale in building customer loyalty.

Reselling has an interesting mix of short- and long-term benefits for brands. Customer acquisition and revenue diversification are immediate gains, while improved sustainability performance and greater branding control in the aftermarket provide long-lasting competitive advantages.

These new behaviors are also evident in the growing interest in second-hand goods and rental services. Increasing numbers of consumers are choosing refurbished goods or opting for trade-in arrangements that contribute to recycling or reuse. The transition to these more sustainable practices could reduce demand for new products, thus affecting overall demand for Lectra cutting solutions.

Conversely, adopting these new modes of consumption and distribution opens up potential sources of revenue for Lectra's customers, but also increases operational complexity. This may secure sales performance while encouraging investment in technological solutions to improve the management of this complexity.

Consequently, to compensate for lost market share due to these changes in consumption, Lectra will need to step up its sustainability efforts in order to differentiate itself and turn this into a real competitive advantage.

(23) AGE<sup>C</sup> Law = "Anti Gaspillage et Economie Circulaire" - Anti-Waste and Circular Economy Law in english

2.7 Environmental Taxonomy

Application of the EU Green Taxonomy regulation

The European Commission's establishment of "Green Taxonomy" regulations for economic activities in 2018 is based on a simple principle: creating a European classification system for sustainable activities and introducing a nomenclature of economic activities according to their contribution to climate and environmental objectives. An economic activity is considered Taxonomy-eligible if it contributes to the achievement of one or more of the six environmental objectives below and is included in the list of activities in EU Taxonomy Climate Delegated Regulation 2021/2139 and Environment Delegated Regulation 2023/2486.

These environmental objectives are: climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems. In 2024, all FAQs and reports from the Sustainable Finance platform were taken into account in the study conducted by Lectra.

The Taxonomy delegated act 2026/73, published on January 8, 2026, introduces a materiality threshold of 10%. Below this threshold, companies may choose not to analyze the eligibility or alignment of activities that, cumulatively, represent less than 10% of the denominator of key performance indicators: turnover, CapEx or OpEx.



In 2025, the Group analyzed the eligibility of activities for the six environmental objectives.

As discussed in the reports of earlier years, the Group's direct activities, described in detail in the "Management Discussion and Analysis", only have a very limited impact on climate change (see chapter above on the climate transition plan). Lectra publishes three

indicators: the share of turnover, capital expenditures (CapEx), and operating expenses (OpEx) that are eligible under the European Green Taxonomy Regulation and its delegated regulations.

2.7.1. Proportion of eligible turnover

Analysis of Lectra's activities

In 2021, the Group had already analyzed the eligibility of its activities with respect to the first two environmental objectives (climate change mitigation and climate change adaptation). The Group has identified three major categories of activities that correspond to the principal dimensions of its offer: the sale of cutting equipment, software, and the maintenance activity related to those two categories. In 2022, these activities had already been not eligible under the first two environmental objectives. In 2023, the analysis was extended to the additional four environmental objectives.

The preliminary phase of the analysis eliminated maintenance from the scope of sustainable activity, because it is not included in the activities and sectors described by the European Commission in the Delegated Acts, and it is therefore not eligible under the Green Taxonomy for the six climate change objectives.

The activity consisting in the manufacture and sale of cutting equipment was examined in light of the "manufacturing" activity identified in the EU Commission classification. While the Group supplies fabric cutting equipment that enables its customers to optimize material utilization and energy, and thus improve their own environmental impact, the manufacture of equipment is not eligible under the environmental objectives linked to circular economy or pollution prevention and control in the delegated acts covering Lectra's activity.

Through the activity consisting in the sale of software, Lectra supplies customers with solutions that contribute value to three major objectives: material optimization (through design and development), digitalization of collaborative processes; and reliable, secure and fully digitalized chain-of-custody mapping of materials. These offers make a contribution to the environment by allowing customers to avoid or reduce their negative impacts. Accordingly, the following Lectra Group offers that are taxonomy-eligible under activity 4.1 "Provision of IT/OT data-driven solutions and software", under the "Transition to circular economy" objective are:

- TextileGenesis;
- Diamino;
- Accunest;
- Quick et Flex Offer;
- CA Design Concept 2D3D;
- Kaledo;
- Valia's offer since 2025.

The Kubix Link offer focuses on optimizing production processes in the fashion and textile industry through advanced technological solutions, such as data analysis and artificial intelligence. Enabling customers to better manage their resources, reduce material waste, and optimize their supply chain, Kubix Link contributes to more sustainable production. The environmental benefits include a significant reduction in textile waste, lower energy consumption and optimized transportation, which contributes to reducing greenhouse gas emissions. This part of the activity is therefore eligible for classification under the "Circular economy" category 4.1, "Provision of data-driven IT/operational solutions", and under the Climate Change Mitigation category 8.2, "Data-driven solutions for GHG emissions reductions".

**Proportion of taxonomy-eligible turnover in respect of the environmental objectives**

In light of the analysis of the eligibility of its activities under the six environmental objectives, the Group has determined that the proportion of Taxonomy-eligible turnover in respect of the first phase of the Green Taxonomy is 8.5%. As this ratio is below the 10% materiality threshold, the Group has not analyzed the alignment of revenues.

**2.7.2. Proportion of taxonomy-eligible CapEx and OpEx**

**Definition of the ratios under the Green Taxonomy**

Taxonomy-eligible CapEx and OpEx are costs incurred in relation to assets or processes associated with eligible activities, in CapEx/OpEx included in a plan aiming to extend a sustainable activity or to make an activity sustainable, or in individually eligible CapEx/OpEx.

The investments (CapEx) to be examined in analyzing the ratio of Taxonomy-eligible CapEx are the new tangible and intangible assets of the period, the acquisition of rights of use (within the meaning of IFRS 16), and acquisitions related to business combinations during the fiscal year. The CapEx taken into account is reconciled with the statement of changes in fixed assets.

Operating expenses (OpEx) to be considered in the analysis of the Green Taxonomy OpEx ratio include certain non-capitalized direct costs, including research and development and IT solution provision costs, building renovation, maintenance, upkeep, and repair costs, short-term leases, direct expenses related to the maintenance of tangible assets necessary for their proper functioning, the installation, maintenance, and repair of electric vehicle charging stations inside buildings (and in parking lots attached to buildings), and the costs of maintaining green spaces.

**Eligible ratio CapEx**

The aim is to compute the following ratio for Lectra's capital expenditure:

$$\frac{\text{Eligible CapEx}}{\text{Total CapEx within the meaning of the Green Taxonomy}}$$

The review of CapEx determined eligibility for investments relating to building renovation (CCM activity 7.2<sup>(24)</sup>), improved energy efficiency (CCM activity 7.3) and to long-term vehicle leases (IFRS16), (CCM activity 6.5). In addition to these capital expenditures, there is the renewal and acquisition of leases (IFRS16) (CCM activity 7.7).

On this basis, the ratio of eligible CapEx to total CapEx amounted to 33.2% in 2025. The upward trend observed compared to 2024 is attributed to a lack of new acquisitions over the year and therefore a lower denominator compared to last year.

**Aligned CapEx ratio**

**→ Analysis of substantial contribution**

The values of building leases under IFRS 16 generally correspond to older buildings constructed before December 31, 2020, which do not have a Class A Energy Performance Certificate. The Group has not carried out a study that would ensure that those buildings belong to the top 15% of the national building stock in terms of primary energy demand. Therefore, Lectra concluded, as in 2024, that this share of CapEx (activity 7.7 CCM) is not aligned.

Regarding capital expenditure on building renovation (CCM activity 7.2) and on energy efficiency improvement (CCM activity 7.3), the Group has not carried out studies needed to affirm that the work performed meet the minimum requirements of Directive 2010/31/EU and therefore satisfy the substantial contribution criterion.

Expenditure on long-term vehicle leases (IFRS 16) (CCM activity 6.5) relates to electric or hybrid vehicles; this falls within the scope of the responsible purchasing policy, but the Group is not in a position to claim that the corresponding emissions are less than 50 g/CO<sub>2</sub> per km and that they comply with all DNSH criteria.

In total, there are no eligible CapEx projects for which the substantial contribution and DNSH criteria are met for 2025.

**Eligible ratio OpEx**

The aim is to compute the following ratio for Lectra's operating expenses:

$$\frac{\text{Eligible OpEx}}{\text{Total OpEx within the meaning of the Green Taxonomy}}$$

Total OpEx within the meaning of the Green Taxonomy came to 67,185 thousand euros. The review of Group OpEx concluded that Taxonomy-eligible OpEx includes operating expenses related to eligible R&D projects, that is, projects that contribute to a reduction in customers' energy consumption (CCM activity 9.1, for example, the development of new generations of turbines, process efficiency, real-time display of consumption for customers, etc.); to optimization and reduction of cut material consumption (CE activity 4.1<sup>(25)</sup>: for example, development of offers for design and nesting, display of reduction in waste, gains in cut material, etc.); to reliable, secure and fully digitalized chain-of-custody mapping of materials (activity 4.1); and to site maintenance and improvement (CCM activities 7.2 and 7.3: for example, heating, air conditioning, site rehabilitation, energy audit), maintenance costs for green spaces and beehives at the Bordeaux-Cestas site (BIO<sup>(26)</sup> activity 1.1), maintenance and repair of electric vehicle charging stations (CCM activity 7.4), and photovoltaic panels (CCM activity 7.6). On this basis, the ratio of eligible OpEx came to 9.6% for 2025. As this ratio is below the 10% materiality threshold, the Group did not analyze the alignment of OpEx.

(24) CCM = Climate Change Mitigation

(25) CE = Circular Economy

(26) BIO = Biodiversity and Ecosystems

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### 2.7.3. Summary tables

Financial year (N)	2025															
KPI	Total	Breakdown by environmental objectives of Taxonomy aligned activities														
		Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy aligned activities in previous financial year (N-1)	Proportion of Taxonomy aligned activities in previous financial year (N-1)	
	in thousand euros	%	in thousand euros	%	%	%	%	%	%	%	%	%	%	%	%	
Turnover	506,734	8.5%	-	-	-	-	-	-	-	-	-	-	-	-	28,595.00	5.4%
CapEx	17,055	33.2%	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
OpEx	67,185	9.6%	-	-	-	-	-	-	-	-	-	-	-	-	4,539.00	7.2%

#### Turnover

Proportion of turnover from products or services associated with economic activities aligned with the taxonomy

KPI	Turnover															
Financial year (N)	2025															
Economic activity	Code	Breakdown by environmental objectives of Taxonomy aligned activities														
		Proportion of Taxonomy eligible turnover	Taxonomy aligned turnover	Proportion of Taxonomy aligned turnover	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity	Proportion of Taxonomy eligible turnover that is aligned			
Text		%	in thousand euros	%	%	%	%	%	%	%	%	E when applicable	T when applicable	%		
Provision of IT/OT data-driven solutions and software	CE 4.1	6.1%	-	-	-	-	-	-	-	-	-	-	-	-		
Data-driven solutions for GHG emissions reductions	CCM 8.2	2.4%	-	-	-	-	-	-	-	-	-	-	-	-		
Aligned sum by environmental objective																
<b>Total turnover (in thousand euros)</b>		<b>506,734</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

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### CapEx

Proportion of CapEx from products or services associated with economic activities aligned with the taxonomy

KPI	CaPex													
Financial year (N)	2025													
Economic activity	Code	Breakdown by environmental objectives of Taxonomy aligned activities											Proportion of Taxonomy eligible CaPex that is aligned	
		Proportion of Taxonomy eligible CaPex	Taxonomy aligned CaPex	Proportion of Taxonomy aligned CaPex	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity		
Text		%	in thousand euros	%	%	%	%	%	%	%	%	E when applicable	T when applicable	%
Renovation of existing buildings	CCM 7.2	2.3%	-	-	-	-	-	-	-	-	-	-	-	-
Installation and maintenance of energy efficiency equipment	CCM 7.3	4.8%	-	-	-	-	-	-	-	-	-	-	-	-
Motorcycle, passenger car and light commercial vehicle transport	CCM 6.5	14.7%	-	-	-	-	-	-	-	-	-	-	-	-
Acquisition and ownership of buildings	CCM 7.7	11.4%	-	-	-	-	-	-	-	-	-	-	-	-
Aligned sum by environmental objective														
<b>Total CaPex (in thousand euros)</b>		<b>17,055</b>	-	-	-	-	-	-	-	-	-	-	-	-

### OpEx

Proportion of OpEx from products or services associated with economic activities aligned with the taxonomy

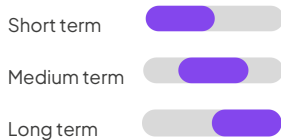
KPI	OPex													
Financial year (N)	2025													
Economic activity	Code	Breakdown by environmental objectives of Taxonomy aligned activities											Proportion of Taxonomy eligible OPex that is aligned	
		Proportion of Taxonomy eligible OPex	Taxonomy aligned OPex	Proportion of Taxonomy aligned OPex	Climate Change Mitigation	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Enabling activity	Transitional activity		
Text		%	in thousand euros	%	%	%	%	%	%	%	%	E when applicable	T when applicable	%
Close to market research, development and innovation	CCM 9.1	0.7%	-	-	-	-	-	-	-	-	-	-	-	-
Provision of IT/OT data-driven solutions and software	CE 4.1	5.0%	-	-	-	-	-	-	-	-	-	-	-	-
Data-driven solutions for GHG emissions reductions	CCM 8.2	2.2%	-	-	-	-	-	-	-	-	-	-	-	-
Conservation of ecosystem habitats and species, including their restoration	BIO 1.1	0.2%	-	-	-	-	-	-	-	-	-	-	-	-
Renovation of existing buildings	CCM 7.2	0.1%	-	-	-	-	-	-	-	-	-	-	-	-
Installation and maintenance of energy efficiency equipment	CCM 7.3	1.3%	-	-	-	-	-	-	-	-	-	-	-	-
Installation, maintenance and repair of electric vehicle charging stations inside buildings (and in parking areas adjoining buildings)	CCM 7.4	0.01%	-	-	-	-	-	-	-	-	-	-	-	-
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.1%	-	-	-	-	-	-	-	-	-	-	-	-
Aligned sum by environmental objective														
<b>Total OPex (in thousand euros)</b>		<b>67,185</b>	-	-	-	-	-	-	-	-	-	-	-	-

### 3. Social

#### 3.1 Material social impacts, risks and opportunities

IRO	ESRS/topic		IRO category	Location within the value chain			Time horizon	Description
				Upstream	Own operations	Downstream		
<b>Attractiveness, skills development and employee succession</b>	S1	Working conditions and equal treatment and opportunities for all	Negative impact Risk		✓			This is both a negative impact and a risk, because these issues not only concern the well-being of employees, but are also crucial to the Group, whose success depends above all on the men and women comprising it.
<b>Corporate culture at the heart of Lectra's transformation</b>	S1	Working conditions	Negative impact		✓			As a result of the Group's acquisitions policy in recent years, cultural differences and collaboration difficulties may arise, which could have a negative impact on employees.
<b>Integration and collaboration following acquisitions</b>	S1	Working conditions	G1 Risk		✓	✓		This risk is addressed in the "Social" chapter, with a focus on the proper integration of employees of acquired companies. The "Business conduct" section describes the governance structure and processes put in place to manage this external growth.
<b>Lack of expertise and ownership of artificial intelligence by Lectra teams</b>	S1	Working conditions and equal treatment and opportunities for all	Risk		✓	✓		If artificial intelligence is not properly integrated into Lectra's practices, for example insufficiently trained employees, a lack of resources, this could lead to a loss of competitiveness in the job market (difficulty in attracting and retaining talent) and shortcomings concerning team productivity.
<b>Customer-facing force transformation</b>	S1	G1 Lectra specific			✓			Represents a risk for the Group, as insufficient mastery of new Industry 4.0-related solutions by company teams could compromise the Group's ability to achieve its objectives. This subject is addressed primarily in the "Business conduct" section. However, skills management and training for these teams are covered by the human resources policy described below.
<b>Health and safety of Lectra equipment users</b>	S4	Safety of end-users	Negative impact			✓		Lectra's equipment is designed for cutting all types of soft materials: they all work with vibrating blades, moving at high speed, apart from Focus Quantum for airbag cutting, which uses laser sources. This means that, in terms of raw risk, they are likely to have a negative impact on users.
<b>Traceability: a driving force for transparency in the textile and leather industry</b>	E5	S4 Social inclusion of end-users	G1 Positive impact			✓		Mainly intended for its customers in the fashion sector, Lectra's TextileGenesis informs them of the exact origin of the materials purchased and their traceability from the fabric's fiber to the final garment: authentication of sustainable materials, transparency on working conditions, supply chain governance. The Social and Governance aspect is developed in this section. The Environment is described in section 2.5.

**Caption**



3.2 Human resources policy – ESRS S1

3.2.1. Introduction

Lectra’s employees are driven by three core values: being open-minded thinkers, trusted partners and passionate innovators. Lectra promotes an environment that respects differences and diversity, work-life balance, is conducive to experimentation and is aligned with strong ethical values.

Lectra has made ambitious commitments that match the material issues that were identified for its own workforce during the double materiality assessment:

- attractiveness, skills development and employee succession
- corporate culture at the heart of Lectra’s transformation
- integration and collaboration following acquisitions
- lack of expertise and ownership of artificial intelligence by Lectra teams

Lectra is committed to having zero tolerance on its fundamentals. In addition, Lectra has defined four strategic ambitions for supporting and ensuring that the Group’s transformation is a success:

→ **Ambition 1: enhance Lectra’s attractiveness**

Lectra aims to offer its employees a first-class experience, excellent working conditions and opportunities for career development in an environment that promotes inclusion, diversity and equal opportunities throughout their working lives.

→ **Ambition 2: increase the employability of employees**

Lectra is working on skills development and succession plans for its key employees.

→ **Ambition 3: make cultural transformation the cornerstone of the Group’s other transformations**

The aim is to put corporate culture at the heart of Lectra’s transformation with the Lectra Way project.

→ **Ambition 4: improve internal efficiency with artificial intelligence**

This policy applies to all Group employees. The Human Resources Senior Vice-President is responsible for its application.

Certain systems used in the above-mentioned initiatives are, by their very nature, primarily intended for employees with a permanent Lectra contract. They aim to foster skills development, performance and commitment over the long term. Non-permanent employees or employees on specific contracts may not be automatically covered so that resources and actions can be adapted to priority needs and the length of their employment. However, these non-permanent contracts only represent a small proportion of the workforce, as the Group prioritizes long-term relationships with its employees.

The Group is gradually integrating its recent acquisitions, TextileGenesis and Launchmetrics, into all human resources processes. The deployment of the ambitions is based on the same logic. The priority is to gradually onboard the new entities into the Group’s programs and practices by 2028. This integration is happening in stages, starting with pilot phases, then expanding their adoption to ensure consistency and a harmonized employee experience.

Special attention was paid to the interests of key stakeholders – employees, employee representatives, and management – when developing this policy and ambitions. This notably includes, for Lectra employees, "YourVoice" an annual employee engagement survey that ensures that employees' concerns regarding the various impacts to which they may be exposed are taken into account. It also offers every employee a platform for free expression. General objectives were set in conjunction with the Human Resources Department, while

objectives specific to certain business areas were set with the relevant teams.

The human resources policy is summarized in a document communicated to all employees and posted on the Group’s website. The new human resources ambitions have been communicated to managers since the end of 2025 by means of webinars and will be available on the website from 2026.

3.2.2. The fundamentals, non-negotiable for Lectra



The human resources policy summarizes the Group’s non-negotiable fundamentals and sets out Lectra’s values and commitments. It also brings the company into line with:

- the Universal Declaration of Human Rights;
- the UN Convention on the Rights of the Child;
- the OECD<sup>(27)</sup>’s guidelines, to which France, among other countries, adhere;
- the ten Principles of the UN Global Compact;
- the administrative, social and fiscal obligations of the countries where the Group is established.

And more specifically, Lectra is committed to applying and respecting the provisions in the fundamental conventions of the International Labour Organization (ILO) namely:

- the effective abolition of child labor;
- the elimination of all forms of forced or compulsory labor;
- a safe and healthy working environment;
- the elimination of discrimination in respect of employment and occupation;
- freedom of association and the effective recognition of the right to collective bargaining.

Lectra has also distributed a Code of Ethics to all its employees, to ensure compliance with these principles. They can activate an alert mechanism, as described in section 4.2.1 of this report, in the event of a breach.

Here are some key points, which illustrate the fundamentals for Lectra:

**Organization of labor relations**

Lectra is committed to ensuring a high standard of employee relations in each country to address employee concerns and aspirations. Within each subsidiary, the organization of labor relations complies with local legal obligations and regulations, which are not comparable from one country to another. The Chairman and Chief Executive Officer bears this responsibility and delegates authority for implementation to the local Human Resources Manager.

- Lectra is very active in France in promoting social relations through employee representative bodies. Two trade unions are present and participate in the collective bargaining negotiations. The Social and Economic Committee ("CSE") was created in 2019 and renewed in October 2023. It has 17 permanent members and 17 deputy members, elected by the employees. It includes the Health, Safety and Working Conditions Committee ("CSSCT") that has four elected members of the CSE. In 2025, Lectra paid 0.24% of total payroll to the CSE for its operating expenses and 1.10% of payroll for its social activities, i.e. a total of €0.7 million. An annual meeting is held with the CSE, where management shares the Group’s strategic issues, including sustainability, and a Human Resources Manager focuses on organizing and managing social dialog.

(27) Organisation for Economic Co-operation and Development

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- The German subsidiary has a works council, elected for four years, composed of four representatives, which meets on average once a month after being convened by its Chairman. It is systematically consulted concerning major organizational changes and redundancies.
- The Spanish subsidiary has a works council, elected for four years, which includes three employee representatives. It must be consulted on any decision relating to the work organization and informed of the main decisions taken with regard to an employee (dismissal, transfer, geographical mobility). The subsidiary's management presents its results to the works council every year.

### Information on collective agreements

Labor negotiations regularly results in the signing of agreements, some of which relate to the organization of working time.

A total of 57 collective agreements are in force and cover employees in France (37 agreements), Germany (4 agreements), Portugal (3 agreements), Brazil, Spain, India, Italy, the Netherlands, South Korea (2 agreements for each country) and Romania (1 agreement). This represents 65% of the workforce. These metrics are shown in the table in section 3.3.

These agreements allow greater responsiveness to operational demands and thereby increase the organization's efficiency. In addition to seeking to achieve an internal consensus, the salary agreements aim to reconcile employee retention and containment of personnel expenses.

Therefore 5 agreements were signed by the employee representatives and management in France in 2025 : work time scheduling, salaries, 2025 rider to the incentive agreement, 2025 rider to the matching contribution agreement, and job retention for people with disabilities.

Other negotiations on the working hours of the Industrial Department are underway. Furthermore, a 2023-2025 profit-sharing agreement is the result of a proactive and historic decision by Lectra, and allows French employees to share in the Group's success while helping to make them more aware of its strategy.

### Health and safety at work

Lectra strives to provide healthy, safe and pleasant working conditions for its employees, particularly those working in production environments or research and development workshops. Furthermore, the Group places great emphasis on strict compliance with local health and safety laws and regulations in each of its subsidiaries.

Audits are regularly performed and prevention measures are taken where necessary.

The YourVoice 2025 survey reported 83% positive opinions on Lectra's attention to safety (80% in 2024).

On many sites, compulsory training is provided to all new employees on this subject, and prevention and awareness-raising initiatives are organised at industrial sites.

On the Bordeaux-Cestas industrial site (France), the Group capitalises on the complementary skills of an HSE manager, the Human Resources Department, Facility Management and the Occupational Health Department. The Health, Safety and Working Conditions Committee ("CSSCT") is consulted on a regular basis, and participates in the Company's actions in the area.

At the industrial sites in Tolland (USA) and Suzhou (China), Lectra has an in-house HSE expert to implement preventive measures and oversee performance in occupational health and safety.

The Company has also validated a preventive approach to address psycho-social risk factors, implementation of which began in France in 2023.

French employees are covered by a 2014 agreement, as amended in 2016, for supplementary health and disability insurance. An agreement covering workplace health and safety is in effect in Italy.

Occupational health and safety indicators, which were initially consolidated on the industrial scope only (Bordeaux-Cestas, Suzhou and Tolland sites), now cover the Group's entire scope. They are shown in the table in section 3.3.

There were no serious workplace accidents<sup>(28)</sup> in 2025, as in 2024, and no occupational diseases were reported.

### Diversity, equal opportunities and inclusion

An international group, Lectra has employees of nearly 80 nationalities in some 30 countries, who work together on a daily basis within globalized organizations. This reality values diversity as one of the Group's strengths, prohibiting any discrimination between individuals, particularly on the basis of age, gender, disability, religion, ethnic origin or any other grounds. Gender equality in the workplace across the Group is an integral part of Lectra's social policy. The Group works in a formalized and visible manner to promote equality in the workplace, gender balance and diversity being recognized as an opportunity for sustainable growth and performance.

(28) A serious accident is an accident at work resulting in death or permanent incapacity for work at the sites.

3.2.3. Four ambitions to support the Group's transformation



**Ambition 1: enhance Lectra's attractiveness**

Make Lectra an employer of choice, by offer a stimulating work environment and attractive career opportunities

To attract and retain top talent, Lectra aims to offer its employees a high-level experience, excellent working conditions and opportunities for career development in an environment that promotes inclusion, diversity and equal opportunities throughout their working lives.

Cultivating commitment helps to retain employees. The fundamentals outlined above contribute to this commitment by creating a positive working environment. In addition, Lectra is implementing structural measures to enhance its appeal and boost employee loyalty in three key areas:

- develop and strengthen the impact of the Lectra employer brand;
- optimize the recruitment process, especially internal mobility;
- enrich the employee experience.

→ **Develop and strengthen the impact of the employer brand**

Lectra rolls out actions dedicated to the employer brand which are supported by specific branding and regular campaigns on social networks, in particular LinkedIn. This is accompanied by internal

actions to empower employees and strengthen their sense of belonging.

To promote understanding and support for the strategy, Lectra organizes direct exchanges between the Executive Committee and all teams throughout the year via digital sessions (Town Hall Meetings) which systematically include a live Q&A session.

By 2028, Lectra is aiming for a positive response rate of over 75% to the YourVoice question "Company image and reputation" and a gender pay gap of less than 10%, after taking into account geographical and business specificities.

**Actions performed in 2025**

- video and toolkit to help our employees promote Lectra;
- creation and management of a LinkedIn career space ("Elevate your career with Lectra" - "Life" section).

**Upcoming actions**

- creation and management of LinkedIn career spaces dedicated to key functions;
- interviews with sales employees to illustrate career opportunities in this profession and attract talent;
- review of recruitment processes and training of managers in best practices to improve the candidate experience.

**Performance indicators**

Key performance indicators	2028 target	2025	2024	2023
YourVoice score for company image and reputation	Over 75%	71%	70%	76%
Gender pay gap <sup>(1)</sup> (SRI bis)	Under 10%	12%	-	-

(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.

→ **Optimize the recruitment process, especially internal mobility**

Lectra strives to ensure efficient and inclusive recruitment aligned with its values, while promoting internal mobility. This approach is based on recurring actions such as the training of Human Resources teams and initiatives to promote diversity and equal opportunities. In 2023-2024, Lectra rolled out a guide for assessing candidates' interpersonal skills based on the Lectra Way, accelerated the recruitment of sales forces and rolled out the HRIS<sup>(29)</sup> recruitment module worldwide, including internal mobility. This desire to involve employees is illustrated by the co-opting policy, which accounted for 13% of external recruitment in 2025. The goal for 2028 is to maintain a termination rate of less than 5% within six months after hiring. At the same time, actions are being taken to optimize the average time to hire.

**Actions performed in 2025**

- strengthening recruitment processes for our consumables and parts, sales, pre-sales, training and consulting functions;

- creating a Group recruitment policy to harmonize and improve our practices;
- promoting the co-opting program;
- valuing and increasing internal mobility (26% of positions filled internally in 2025);
- internalization of recruitment processes and reduced use of outside firms.

**Upcoming actions**

- continued strengthening of recruitment processes for key functions;
- introduction of personality tests to increase the reliability of the selection process;
- improving the attractiveness of the employer brand and the candidate experience.

**Performance indicators**

Key performance indicators	2028 target	2025	2024	2023
Six-month contract termination rate <sup>(1)</sup>	Less than 5%	8%	5%	Not calculated

(1): 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.

(29) HRIS = Human Resources Information System

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### → Enrich the employee experience

Lectra places the employee experience at the heart of its transformation, by involving teams in the company's developments. The annual YourVoice employee commitment survey enables areas for improvement to be identified and action plans to be jointly developed, promoting a participatory culture and continuous improvement. The teams are responsible for framing the new action plan every year after the results have been presented to all the employees, and for reviewing the previous year's plan. In addition, each team submits two priority topics that are reviewed at the Group level. These actions are monitored, updated and reported on via a shared platform, overseen by the General Secretariat, enabling consistent implementation and consolidated reporting.

This approach is based on concrete actions to provide a quality working environment and strengthen commitment:

- optimized working conditions: provision of tools and collaborative spaces, secure environment, organization promoting work-life balance, extended teleworking worldwide;
- structured and inclusive onboarding: digital onboarding upon arrival, global and specific onboarding process for sales populations, effectiveness is measured six months after hiring via a survey;
- culture and engagement: roll-out of the Lectra Way cultural transformation program, creation of a global network of 140 cultural ambassadors by the end of 2025, implementation of rules promoting celebration, information sharing and team building;
- communication and proximity: regular exchanges with the Executive Committee via Town Hall Meetings, allowing transparency and direct interaction.

Key performance indicators	2028 target	2025	2024	2023
Employee engagement rate	Over 65 %	62%	60 %	65 %

### Ambition 2: increase the employability of employees

Lectra operates in its markets as a trusted partner, recognized for its business expertise and its grasp of customer needs.

Its success therefore depends largely on each customer's experience when dealing with the Group's teams. Developing the performance and skills of the teams, enhancing the value of career paths over the long term, and retaining employees are essential challenges in a high-tech environment.

The expertise of Lectra's employees and its management team necessitates a perfect mastery of the offers and technologies, in addition to an in-depth knowledge of the markets which it addresses. Lectra's ambition is to ensure that employees' skills match the needs of the company, and to contribute to preparing internal mobility around three areas:

- anticipating and facilitating employee skills development;
- supporting and enhancing their performance;
- develop internal talent and prepare successors for key positions in the Company.

### → Anticipating and facilitating employee skills development

Lectra has been investing in continuous training to support the development of its employees' knowledge and know-how for nearly thirty years. These actions are designed to anticipate future needs, especially in terms of leadership, and to offer career paths that promote employability. The ambition is for 95% of employees to receive at least one training course each year, in line with the Group's strategic priorities.

The objective for 2028 is to reach a commitment rate of more than 65%, using these levers to strengthen employee loyalty and involvement.

### Actions performed in 2025

- multiplying communications on the Group's strategy and creating a set of documents, "Everything you need to know about Lectra";
- reinforcement of celebration activities at all our sites with at least one activity deployed per year;
- leveraging the best practices of the different players, to feed a continuous improvement loop;
- overhaul of the Group's travel policy to respond to employee expectations more effectively;
- initiate a job classification to adapt human resources processes to the diversity of organizations;
- signature of a France disability agreement for the period 2025-2028 establishing a "Un talent en plus" (one more talent) working group covering the following subjects, in particular: assistance with job retention, recruitment and induction of people with disabilities, raising employee awareness.

### Upcoming actions

- reinforcement of the YourVoice survey to optimize the process of collecting ideas to improve commitment;
- gradual deployment of job classifications throughout the organization, helping to harmonize the employee experience;
- improving the onboarding process by creating a specific charter;
- supplying a toolkit for new employees, their line managers, and the Human Resources team;
- implementation of a diversity and inclusion policy.

### Performance indicators

Key performance indicators	2028 target	2025	2024	2023
Employee engagement rate	Over 65 %	62%	60 %	65 %

Lectra has deployed a comprehensive system to achieve this objective:

- strategic alignment and business expertise: annual training plan systematically associating the Group's priority topics, development of certification courses on Lectra offers and key business lines;
- targeted programs and personalized support: "The Fundamentals of Lectra Management" training course integrating the Lectra Way, individual and collective coaching, and career development opportunities allowing everyone to manage their own career path;
- strengthening sales and customer skills: the Sales Enablement and Customer Success Enablement teams have been specially created to develop the skills of sales and Customer Success employees with a target of certifying 95% of them by 2028;
- expanded access and digitalization: online training platform offering hundreds of educational resources and certifications, regularly updated to meet identified needs;
- awareness and compliance: annual campaigns on data protection, the fight against fraud, corruption and money laundering, via specialized modules.

These initiatives, combined with the Lectra Way cultural program, aim to prepare teams to meet tomorrow's challenges and increase their employability in a constantly changing environment.

### Actions performed in 2025

- new certification courses for sales and customer-related teams on sustainability;
- new certification courses for sales and customer-related teams on industry 4.0;

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- new certification programs on new SaaS solutions for sales teams and Customer Success team;
- training program to support deployment of artificial intelligence tools;
- launch of an external coaching program in a pilot phase to support new managers when they take up their duties;
- roll out of Lectra management fundamentals in Europe;
- reinforced cybersecurity awareness program: knowledge tests, phishing tests, awareness-raising on specialized topics.

Key performance indicators	2028 target	2025	2024	2023
Part of average headcount having taken at least one training course in the year (SF4)	Over 95 %	100%	98%	100%
Part of integrated global sales employees with at least level 1 certification for the offers they are assigned to sell	95 %	96%	97%	Not calculated
Part of Customer Success team members certified for the solutions they are assigned to support (several objectives depending on each profile)	Over 95 % of eligible people	98%	76%	Not calculated

### → Supporting and enhancing employee performance

Lectra considers individual and collective performance to be an essential lever for achieving its strategic objectives. Every year, a performance review and goal-setting campaign is organized to enable employees and their managers to take stock of the past year and to plan ahead to the year to come. This process promotes accountability, skills development and alignment with the Group's strategy.

In addition, Lectra offers a professional interview every two years for employees based in France, in order to discuss aspirations and development wishes and to co-construct development plans. In 2025, a pilot was launched to extend this system outside France.

These initiatives aim to establish regular and constructive dialog, enabling everyone to get involved in their career path while contributing to collective performance. The objective for 2028 is for at least 95% of employees to participate in regular evaluations of their performance and career development.

Key performance indicators	2028 target	2025	2024	2023
Part of employees having participated in regular performance reviews and career development assessments (SF1)	Over 95 %	84%	84%	77%

### → Develop internal talent and prepare successors for key positions in the Company

Lectra implements a proactive strategy to identify, develop and retain its talents, to guarantee the continuity of skills and the sustainability of strategic positions. This approach is based on three key processes deployed worldwide:

- talent reviews: these enable organizational needs to be anticipated while taking individual aspirations into account. They aim to identify employees with the potential and the desire to develop, and to offer them appropriate career development opportunities. This process includes career interviews conducted by human resources for key talents, to better understand their aspirations and career plans;
- succession plans for key positions: the identification of strategic functions and the implementation of succession plans ensure a smooth transition of skills, as well as the continuity of activities essential to the Group's growth;
- post-acquisitions integration: special attention is focused on newly acquired companies, which are supported by a robust integration program managed by a dedicated team. The gradual identification of talent and key positions within these companies is an area that mobilizes the relevant human resources teams. The implementation of employee retention

### Upcoming actions

- definition of a leadership model to support the employees concerned on the managerial skills expected at Lectra;
- launch of a "Live My Life" pilot program to enable employees to discover other jobs within Lectra;
- strengthening internal and external coaching initiatives to make them accessible to as many people as possible.

### Performance indicators

### Actions performed in 2025

- creation of a uniform process for the whole group;
- adaptation of the content of the annual performance campaign to include an assessment of behavior concerning compliance with the Lectra Way;
- deployment of professional interviews outside France in a pilot phase, to give each employee the opportunity to share their aspirations and discuss development and career opportunities with their manager.

### Upcoming actions

- deployment of the performance and objectives module to all TextileGenesis employees;
- integration of the leadership model into the annual performance campaign of target populations;
- deployment of professional interviews throughout the Group.

### Performance indicators

measures and succession plans for key positions ensures the growth of these companies.

The ambition for 2028 is for 100% of key positions to be covered by succession plans, thus guaranteeing the Company's stability and ability to adapt to market changes.

### Actions performed in 2025

On the talent review:

- standardization of criteria used in talent reviews;
- enhanced management of key talent;
- integration of TextileGenesis into this process.

Concerning key positions and succession plans:

- validation of definitions and key positions for the Group;
- definition of priority succession plans requiring action in the next 12 months ;
- development plan for employees identified as potential successors;
- strengthening the process for oversight of succession plans to make them more robust;
- integration of TextileGenesis into this process.

### Upcoming actions

- regular training of human resources and management teams on these strategic processes;

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- implementation of strengthened governance over the monitoring of talent reviews and succession plans for key positions;

- strengthen talent reviews to increase the link between the Group's strategic plan and the identification of talents and their need for individual and collective career development.

### Performance indicators

Key performance indicators	2028 target	2025	2024	2023
Part of key positions covered by succession plans	100 %	6%	Not calculated	Not calculated

### Ambition 3: make cultural transformation the cornerstone of the Group's other transformations

Confronted with the challenges of transformation – transition to SaaS, acquisitions, international expansion – Lectra has built a strong and unified corporate culture that supports the execution of its strategy and strengthens its ability to sustainably transform the Group.

Thanks to its recent acquisitions (Gerber Technology, Neteven, Gemini, Glengo, TextileGenesis in 2021-2023, then Launchmetrics in 2024), Lectra is entering a new stage of its development. It was challenging to integrate these new entities with their diverse cultures, but it was also a tremendous opportunity to enrich this common foundation.

More than just a statement of values, the Lectra Way is a collective mindset that serves as a behavioral compass for all employees. Developed for and with them, this common culture deployed on a global scale, through six shared principles, promoting cohesion, commitment and agility.

As the Lectra Way ambassadors (people who volunteer to help the adoption of the Lectra Way) progress, the new culture is taking shape, enriched by the cultural differences of the acquired companies, and reflected by changes in practices, habits and behavior. And the management training courses provided within the group fully integrate the Lectra Way, because the success of the cultural transformation will depend on the commitment of all members of the organization.

This culture, which is shared by everyone, underpins all transformation efforts – whether business or organizational – to ensure their long-term viability.

The two main areas of work are:

- for future acquisitions, mapping of cultural and governance differences and implementation of the post-acquisition cultural integration plan;
- cultivating, nurturing, and growing this shared culture, which is a real lever for achieving the Group's goals.

#### → Cultural integration of future acquisitions

The Group has integrated companies with differences in geographical origin, size, technology and business expertise. These integrations are supervised by a dedicated team (Corporate Development). The team's mission is to coordinate the contributions of the multiple business lines involved in the integration process.

The implementation of integration processes differs according to the nature and size of each acquired company. In particular, the integration of employees for the most significant acquisitions involves the following steps during the first year after the acquisition:

- day 1: press release and circulation of Frequently Asked Questions (FAQ) to employees at Lectra and the newly acquired company;
- day 1 + 1 week: virtual Town Hall Meeting with all the teams in the acquired company, chaired jointly by the management teams in both companies;
- day 1 + 6 months: special Lectra Together sessions (integration seminars for new hires), either in person (Bordeaux-Cestas site) or online;

- day 1 + 9 months, and at a frequency to be adapted for each company until the second anniversary of acquisition: deployment of a survey to identify the perceptions of the employees of the acquired company and their questions;
- Day 1 + 10 months: the second virtual Town Hall Meeting with all teams in the acquired company, with a presentation on the survey results and a progress report on the integration plans.

In addition to the size of the acquired company, the integration process takes into account the type of transaction (involving a gradual increase in capital or acquisition of a 100% stake).

In the event of an acquisition, the steps to be followed for the cultural integration of the Company are identified and described.

They start with an initial audit of cultural and governance differences. This analysis, to be carried out within one year following the acquisition, enables the associated transformation plan to be developed and steered.

The objective is to ensure that the new entity has enriched its cultural practices and adopted the Lectra Way within two years thus accelerating its cohesion with the rest of the Group and the success of the other aspects of the integration (operational, commercial, etc.).

The risks involved, as the plan progresses, are the loss of talent, declining commitment, and resistance to change. Actions must be taken to minimize these risks, which involves strengthening collaboration and identifying synergies.

### Actions performed in 2025

There have been no acquisitions, so there has been no audit or cultural integration plan. Nevertheless, it should be noted that more and more human resources processes have been applied to TextileGenesis and Launchmetrics employees since 2025: integration into the YourVoice survey, pilot phase with certain employees to deploy the annual performance and goal-setting campaign, Lectra Way ambassadors, integration of employees into training courses provided by the Group's support functions, talent review for TextileGenesis.

### Upcoming actions (if acquisitions)

- mapping cultural and governance differences between the acquired entity and Lectra:
  - defining the conditions for triggering a culture and governance audit, adapted to the different acquisition configurations;
  - implementation of a cultural and governance audit.
- post-acquisition culture change plan:
  - creation of an ad hoc steering committee for culture change, with representatives from both companies;
  - in collaboration with and with the agreement of the acquired company, deployment of the Lectra Way within new acquisitions, identification of a proportionate number of Lectra Way ambassadors and integration of these Lectra Way ambassadors;
  - for 24 months following the acquisition, quarterly meetings between the Human Resources Department and the ambassadors;
  - inclusion of acquired companies in the YourVoice engagement survey

**Performance indicators**

Key performance indicators	2028 target (in case of acquisitions)	2025	2024	2023
Number of cultural and governance audits implemented following the acquisition(s) of the year	At least one in the year of acquisition	N/A	N/A	N/A
Percentage progress on action plan after the initial audit	100% within two years after the initial audit	N/A	N/A	N/A

→ **Growing our shared culture**

Initiated and formalized in 2022, the Lectra Way program, managed by a dedicated Project Director since September 2023, has been rolled out in all parts of the organization, thanks in particular to the support of the Lectra Way ambassadors (calls for applications and election of a hundred volunteers to embody and propagate the new culture in 2024). Mission-driven, coordinated, and influential, the ambassadors are behind numerous initiatives and achievements. The leadership of the ambassadors in 2025 enabled the Lectra culture, often intangible, to be translated into concrete and measurable actions that strengthen the Group's performance. The annual YourVoice 2025 survey reflects this development, expressed by a sharp increase in positive feedback on the corporate culture.

**Actions planned in 2025**

- introduction of discussions in performance reviews about Lectra Way behavior;
- gradual and constant increase of local team rituals (celebrations, information sharing, etc.);
- inclusion of the Lectra Way in the management training courses given;
- setting up awareness sessions on the Lectra Way, on the feedback culture, in all parts of the organization;
- publication in *INSIDE*<sup>(25)</sup> of two Lectra Way illustrative videos and employee testimonials illustrating the Lectra Way (formerly known as the Culture Book);

- organization of a Lectra Way session with the members of the Executive Committee;
- call for applications and election of 40 new ambassadors (including 15 from recently acquired companies such as Launchmetrics and TextileGenesis).
- launch of the Citizen Days program, offering employees one paid working day, on a voluntary basis, to engage in community engagement activities, rolled out across two sites (Bordeaux-Cestas and Tolland).

**Upcoming actions**

- organization of integration seminars for 40 new ambassadors;
- enrichment of the Lectra Way with the best practices observed at Launchmetrics and TextileGenesis;
- strengthened coordination of newly formed communities of ambassadors;
- involvement of leaders and managers in the follow-up of actions carried out by ambassadors (sponsors);
- empowerment of ambassadors;
- launch of the Lectra Awards program<sup>(30)</sup>;
- gradual deployment of the Citizen Days program;
- creation and publication on *INSIDE* of four motion design videos illustrating behaviors;
- showcasing ambassadors' achievements (internal communication channels).

**Performance indicators**

Key performance indicators	2028 target	2025	2024	2023
Percentage of Lectra Way ambassadors elected and onboarded out of total workforce	5%	5%	4%	Not calculated
Members trained in the Lectra Way for new arrivals in their first year at Lectra:				
- Executive Committee	100%	100%	Not calculated	Not calculated
- Human resources teams	100%	50%	Not calculated	Not calculated
- Managers <sup>(1)</sup>	100%	50%	Not calculated	Not calculated

(1) Individuals who recruit and/or promote and/or conduct assessment interviews

**Ambition 4: improving internal efficiency through artificial intelligence**

At Lectra, the integration of artificial intelligence (AI) at group level is a key lever to transform processes and improve internal efficiency. AI tools are adopted to reduce repetitive and manual tasks, thus increasing productivity and innovation capacity, focusing on high value-added and creative activities. AI is not positioned as a single cost-cutting lever, but as a driver of growth and innovation.

Based on a strong commitment from management, the gradual implementation of adapted and secure tools (with, for example, the creation and availability of the Lectra AI Assistant in 2024), was ramped up in 2025 and will accelerate over the coming years. An AI

charter covers internal tools and uses to ensure the ethical and safe use of artificial intelligence. The availability of e-learning courses enables all employees to familiarize themselves with the basic concepts of AI, prompting and the most relevant uses of the tools available to them. Centralized governance and coordination manages internal AI efforts across the company, tracks key indicators (training and tool usage), and maintains consistency among stakeholders.

Human resources plays a central role in this transformation. They are responsible for strategic workforce planning, anticipating the changes induced by AI for all job roles (technical and non-technical), identifying actions re-skilling<sup>(31)</sup> and upskilling<sup>(32)</sup> actions. They are also the guarantor of regular communication with employees on the impacts of AI tools on internal efficiency.

(30) An employee recognition program aimed at highlighting and valuing employees, structured around several categories.

(31) *INSIDE* is the internal communication platform (intranet).

(32) Re-skilling corresponds to the acquisition of new skills with a view to changing roles.

(32) Upskilling refers to improving existing skills, in this case acquiring new skills as part of career development.

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Two areas are at the heart of the change dynamic:

- boost internal adoption of AI assistants that are currently widely available;
- encourage rapid experimentation with impactful and pragmatic AI use cases.

→ **Boost internal adoption of AI assistants that are currently widely available**

### Actions performed in 2025

- setting up project governance, appointing a designated project director;
- deployment of a Chat tool to all employees;
- deployment of the premium version of the same tool to around a hundred employees;
- promotion of existing training (see above, training completed in 2024), implementation of mandatory training for all employees on security risks;
- creation and distribution of monitoring reports on training rates and tool usage patterns;
- creation of a dedicated Internal Efficiency AI page on *INSIDE*.

### Upcoming actions

- awareness raising and training of Executive Committee members to become active sponsors;

Key performance indicators	2028 target	2025	2024	2023
Champions	- 1 AI champion identified per member of the Executive Committee			
All collaborators	- 100% of ADVANCED training pathways completed by 100% of AI champions			
Managing teams (1)	100% of BASIC training courses completed for 90% of employees			
	100% of management teams are engaged and are active sponsors			Not calculated

(1) These are senior managers identified within the organization.

→ **Encourage rapid experimentation with impactful and pragmatic AI use cases**

Lectra adopts a highly responsive internal test-and-learn approach to artificial intelligence. By quickly experimenting with AI solutions on a small scale, and then expanding what works, employees gain agility, innovation, operational efficiency, and performance. These AI pilots are multiplied, permitting quick adjustment to changes in technologies and practices. This approach limits the waste of resources by only funding AI solutions that are proven to be effective, on a full-scale basis.

This approach is structured by an AI use case prioritization methodology, which assesses the expected gains (strong return on investment, potential, harmonization, quality improvement, etc.) as well as feasibility (presence and reliability of data, maturity of the organization). Decisions are ultimately made by the AI for Internal Efficiency Steering Committee, chaired by the Chairman and CEO, the Deputy Chief Executive Officer and the General Secretary.

Key performance indicators	2028 target	2025	2024	2023
Use Case « Internal Efficiency » <sup>(1)</sup>	50 use case deployed (undefined)	Not calculated	N/A	N/A

(1) Internal Efficiency Use Cases are all use cases that improve team efficiency and automate or semi-automate processes.

- create custom learning paths for priority roles;
- identification of AI relays for each member of the Executive Committee to build their entity's AI roadmap. The relays draw up the AI roadmap for their department; they link AI uses to strategic priorities, centralize all AI initiatives (collection, monitoring, support), collaborate with the AI Project Director (respect the *modus operandi* defined for the prioritization and deployment of AI use cases), help identify their AI champions, establish team standards around experimentation and responsible use, and share feedback and successes;
- identification of AI "champions" to federate and train. AI champions are the employees who help others adopt AI through real-world examples; they facilitate or contribute to workshops to identify use cases, support the department's AI initiatives, act as internal consultants to guide adoption, and share feedback and success stories. Lectra's AI champions will be gradually identified in early 2026. Their exact number remains to be determined;
- organization of practical sessions and workshops to integrate AI into work habits;
- monitoring and analysis of skills and business development.

### Performance indicators

While efforts are currently focused on the efficiency and improvement of processes (automated, semi-automated), other use cases will gradually be explored to become real drivers of AI-enhanced growth (marketing, sales, Customer Success, etc.).

### Actions performed in 2025

- identification and sharing of the methodology for prioritizing use cases;
- identification and sharing of the autonomy framework provided to teams to move forward on their use cases;
- identification of pilot projects within the departments: assessment of expected gains and feasibility analysis;
- first deployments of "simple" use cases.

### Upcoming actions

- multiplying use cases by relying on relays and AI champions;
- first large-scale, complex use case deployments (impacting a large number of users).

### Performance indicators

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### 3.3 Human Resources policy monitoring indicators – ESRS S1

The indicators below relate to Lectra's main social issues and are presented for the Group scopes, with a few rare exceptions specified

in the table, in order to allow comparison of results with the previous year.

They also use the key indicators presented in the previous chapter to bring together all this data.

N°	Indicator	2025	2024	2023
SE1	Headcount at December 31 (based on payroll data, called "headcount" throughout this document)	2,890	2,998	2,578
SE2	Average headcount	2,943	2,998	2,633
SE10	Number of employees on permanent contracts <sup>(1)</sup>	2,830	2,951	2,540
SE12	Number of employees on fixed-term contracts	60	47	38
SE20	Number of employees on full-time contracts	2,784	2,890	2,494
SE22	Number of employees on part-time contracts	106	108	84
<b>Diversity</b>				
SE4	Women	1,237	1,265	934
	%	43%	0	0
SE5	Men	1,653	1,733	1,644
	%	57%	1	1
SE6	Women (average headcount)	1,264	1,258	973
SE7	Men (average headcount)	1,679	1,740	1,660
SE3	Headcount by region	See table below	See table below	See table below
SE8	Headcount by country	See table below	See table below	See table below
SE9	Average headcount by country	See table below	See table below	See table below
SE11	Number of women on permanent contracts	1,207	1,239	920
	Number of men on permanent contracts	1,623	1,712	1,620
SE13	Number of women on fixed-term contracts	30	26	14
	Number of men on fixed-term contracts	30	21	24
SE21	Number of women on full-time contracts	1,161	1,184	877
	Number of men on full-time contracts	1,623	1,706	1,617
SE23	Number of women on part-time contracts	76	81	57
	Number of men on part-time contracts	30	27	27
SE24	Headcount by region and type of contract	See table below	See table below	See table below
SE25	Number of employees in Group level management bodies <sup>(2)</sup>	93	92	65
SE26	Women	36	32	19
	Men	57	60	46
SE33	Percentage of women in Group level management bodies	39%	35%	29%
SE34	Percentage of women in Executive Committee	33%	33%	33%
SE27	Age under 30	453	430	314
SE28	Percentage of total headcount	16%	14%	12%
SE29	Age 30-50	1,623	1,668	1,385
SE30	Percentage of total headcount	56%	56%	54%
SE31	Age over 50	814	900	879
SE32	Percentage of total headcount	28%	30%	34%
SR1	Pay gap between women and men (CSRD calculation) <sup>(3)</sup>	19%	20%	15%
SR1 bis	Pay gap between women and men (Lectra calculation, based on country and position held) <sup>(4)</sup>	12%	Not calculated	Not calculated
SR2	Total remuneration ratio (difference between the highest salary and the median salary) <sup>(5)</sup>	25	18	17
SR3	Percentage of workforce whose compensation is below adequate wages <sup>(6)</sup>	0%	0%	0%
SR4	Percentage of employees who received stock options	13%	14%	8%
SR5	Percentage of women among those who received stock options	34%	32%	29%
SR6	Percentage of employees who benefited from profit-sharing agreement based on the Group's performance	31%	35%	38%
SR7	Percentage of employees whose remuneration includes a variable component <sup>(7)</sup>	19%	20%	17%
<b>Social dialogue</b>				
SD1	Number of collective agreements	57	39	38
SD2	Number of employees covered by these collective agreements	1,903	1,439	1,263
	% of employees covered by these collective agreements	65%	48%	49%
<b>Health and safety (industrial sites)</b>				
SS1	Number of hours worked	1,904,248	1,998,301	1,948,323

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N°	Indicator	2025	2024	2023
SS2	Number of lost-time accidents	6	4	7
SS3	Frequency rate <sup>(8)</sup>	3.15	2.00	3.59
SS4	Number of working days lost due to occupational accidents	170	29	334
SS5	Severity rate <sup>(8)</sup>	0.09	0.01	0.17
<b>Health and safety (Group scope)</b>				
SS1	Number of hours worked	5,196,548	-	-
SS2	Number of lost-time accidents	12	-	-
SS3	Frequency rate <sup>(8)</sup>	2.31	-	-
SS4	Number of working days lost due to occupational accidents	274	-	-
SS5	Severity rate <sup>(8)</sup>	0.05	-	-
<b>Turnover/recruitment</b>				
SE17	Number of departures	379	304 <sup>(10)</sup>	378
SE18	Number of hirings	271	340 <sup>(10)</sup>	307
SE19	Turnover <sup>(9)</sup>	13%	12% <sup>(10)</sup>	13%
SRT1	Six-month contract termination rate	8%	5%	-
SRT2	Average time between start of recruiting and arrival of employee (in weeks)	18	17	-
SRT3	Percentage of positions filled by internal mobility	26%	20%	16%
<b>Non-employees <sup>(11)</sup></b>				
SNE1	Total of non-employees	84	58	-
SNE2	Freelance	49	29	-
SNE3	Temporary workers	35	29	-
<b>Skills development</b>				
SF1	Percentage of average registered workforce that participated in regular performance and career development reviews	84% <sup>(12)</sup>	84% <sup>(13)</sup>	77%
SF2	Women	82% <sup>(12)</sup>	83% <sup>(13)</sup>	-
SF3	Men	85% <sup>(12)</sup>	84% <sup>(13)</sup>	-
SF4	Percentage of average registered workforce having taken at least one training course	100%		
SF5	Average number of hours training per employee	14.3	14.2	18.8
SF6	Women	12.1	11.7	-
SF7	Men	15.9	16.1	-
SF8	Percentage of average registered workforce that participated in regular performance and career development reviews, by:	-	-	-
	Individual contributors	83%	84% <sup>(10)</sup>	-
	Manager	90%	89% <sup>(10)</sup>	-
	Manager of managers	83%	83% <sup>(10)</sup>	-
SF9	Average number of hours training per:	-	-	-
	Individual contributors	14.5	14.3	-
	Manager	14.0	16.5	-
	Manager of managers	11.3	9.3	-
SF10	Percentage of the average registered workforce covered by the Talent Review	90%	77%	-
<b>Key performance indicators</b>				
	YourVoice score for company image and reputation	71%	70%	76%
	Six-month contract termination rate (for those hired during the year)	8%	5%	Not calculated
	Employee engagement rate	62%	60%	65%
	Part of integrated global sales employees with at least level 1 certification for the offers they are assigned to sell	96%	97%	Not calculated
	Part of Customer Success team members certified for the solutions they are assigned to support (several objectives depending on each profile)	98%	76%	Not calculated
	Part of key positions covered by succession plans	6%	Not calculated	Not calculated
	Number of cultural and governance audits implemented following the acquisition(s) of the year	N/A	N/A	N/A
	Percentage progress on action plan after the initial audit	N/A	N/A	N/A
	Percentage of Lectra Way ambassadors elected and onboarded out of total workforce	5%	Not calculated	Not calculated
	Identified AI relays	Not calculated		
	IA champions identified	Not calculated	0%	0%
	Employees trained to IA BASIC	Not calculated	0%	0%
	Managing teams engaged	Not calculated	0%	0%

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N°	Indicator	2025	2024	2023
(1)	This figure is the same as the one presented in note 32.2 of the Consolidated Financial Statements section of this report.			
(2)	Employees included in the Group's management bodies are members of the Executive Committee, Senior Vice Presidents, and Vice Presidents.			
(3)	$[(\text{Average gross annual compensation for male employees} - \text{average gross annual compensation for female employees}) / \text{Average gross annual compensation for male employees}] \times 100$ . Compensation includes base salary and the theoretical variable portion dependent on the achievement of objectives. Benefits in kind, profit-sharing, incentive schemes and stock options are excluded.			
(4)	Indicator recalculated taking into account the average pay gap between women and men 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.			
(5)	Total annual compensation of the highest-paid employee / Median annual compensation of all other employees.			
(6)	In this analysis, "decent wage" refers to compensation above the legal minimum wage in each country. Remuneration includes base salaries and variable pay dependent on the achievement of objectives and excludes benefits in kind, profit-sharing, share options, and stock options. In the absence of a reference salary, the study relied on external sources, notably the Magellan Institute.			
(7)	The amount of the variable portion depends on the achievement of global, regional, or individual objectives.			
(8)	The frequency rate (FR) is the number of accidents resulting in lost time exceeding one day that occurred during a 12-month period per million hours worked. The severity rate (SR) represents the number of compensated days per 1,000 hours worked, i.e., the number of days lost due to incapacity. The Group's frequency and severity rates are 6 times and 22 times lower than the average indicators for French companies in the same sector (metallurgy), demonstrating its exemplary approach and maturity in risk prevention (see the 2024 annual report of the Occupational Health Insurance Fund, published in November 2025)."			
(9)	This indicator is calculated by dividing the number of employees who left the company during the reporting period by the total number of employees as of December 31 of the previous reporting period.			
(10)	These 2024 indicators do not include Launchmetrics.			
(11)	The Group uses external resources – "non-employees" – both to cope with increased industrial activity and to meet specific technical expertise needs that are not available internally. The number of non-employees was calculated by counting temporary workers and freelancers, ensuring that temporary workers were distinguished from employees on fixed-term contracts. Freelancers included in this indicator are present for at least 50% of the year and are named in their contract. In total, this indicator shows a workforce of 58 non-employees, divided equally between temporary workers and freelancers.			
(12)	These indicators relate to performance evaluations carried out in 2025 for the year 2024 for the whole Group.			
(13)	These indicators relate to performance reviews conducted in 2024 for the year 2023 and therefore do not include Launchmetrics employees, as the acquisition had not been finalized in 2023.			

2025		
Principal countries	Total workforce SE8	Average workforce SE9
France	1,002	1,000
United States	308	322
China	275	286
Italy	275	277
Romania	233	233
Spain	117	114
India	89	84
Turkey	74	86
Germany	74	75
Mexico	59	62
Portugal	57	61
United kingdom	50	50
Other	277	298
<b>Total</b>	<b>2,890</b>	<b>2,948</b>

2025	Europe, Middle					Of which France	Total
	Asia-Pacific	Americas	East, Africa	TextileGenesis	Launchmetrics		
<b>Workforce</b>	<b>361</b>	<b>388</b>	<b>1,639</b>	<b>73</b>	<b>429</b>	<b>1,002</b>	<b>2,890</b>
Permanent contracts	359	385	1,589	73	424	950	2,830
Fixed-term contracts	2	3	50	-	5	42	60
Full-time	359	386	1,568	72	399	951	2,784
Part-time	2	2	71	1	30	51	106

Regions	2025	2024	2023
Asia-Pacific	361	520	438
Americas	388	461	464
Europe, Middle East, Africa	1,639	2,017	1,676
TextileGenesis	73	0	0
Launchmetrics	429	0	0
<b>Total</b>	<b>2,890</b>	<b>2,998</b>	<b>2,578</b>

### Social protection

Disclosure requirement S1-11 on social protection is subject to phase-in dispositions the first year of publication; the Group has not collected the information needed to respond at this time.

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### 3.4 Consumers and end-users – ESRS S4

The Group is committed to respecting the rights of consumers and end-users by aligning its policies with internationally recognized instruments, such as the United Nations Guiding Principles on

#### 3.4.1. Lectra solutions at the service of user and customer social responsibility

##### Safe and easy-to-use equipment improving working conditions for users

The Group strives to make its equipment safe and accessible in order to improve the working conditions of end users.

This is evidenced in work on ergonomics and ease of manipulation, including a user interface in several languages, accessible to the visually impaired, and with pictograms for use by illiterate workers.

##### → Equipment users safety policy

Lectra develops equipment with high performance security features to ensure operator safety and incorporates safety compliance from the earliest machine planning stages in collaboration with the R&D teams.

The innovative capabilities of Lectra's teams were evidenced at the end of 2023 in the EC Type-Examination Certificate (safety components) for the motor control system installed in all future systems. Certification provides confirmation that the component was developed in conformity with all safety standards, and rewards two years' work in collaboration with INERIS<sup>(33)</sup>. Lectra is the first equipment manufacturer to achieve this milestone. The new controls including a radar system to detect user motion that immediately triggers an emergency shutdown in the event of inappropriate user behavior. This system marks a further improvement in the performance of previous safety systems and has been available as standard or as an option on most machines sold since 2018.

These integrated safety systems are accompanied by support from Lectra's technical experts. They install, start up and maintain the equipment on customer sites. The initial training for customer operators incorporates all applicable safety rules, both in the production phases and in the remote maintenance carried out by the Group's teams. Further, as part of the service contracts offered to customers, Lectra's technical experts carry out regular audits of their installations, which include all embedded safety systems.

The control bodies are unanimous on the compliance and safety of Lectra's equipment. Certified according to different regulations, they can be exported to all continents. All comply to European Machinery Directive 2006/42/EC and are accompanied by their EC Type-Examination Certificate for safety components.

Lectra's equipment compliance policy, overseen by the Vice President Sustainability, ensures the compliance of all equipment developed by Lectra by paying close attention to regulatory updates. Based on a risk analysis of each prototype, the compliance and R&D teams work together on each project from the design phase, focusing on technical choices to ensure safety and minimize risk to users. Design decisions are based on a range of technical tests: electrical safety, consumption values, temperatures, flow rates and pressures, electromagnetic field measurements and noise levels. Laser safety is addressed through specific training for skilled personnel and specially qualified managers.

Customer feedback on safety issues is handled by the compliance team, which recommends improvements to the R&D teams when developing future product lines. These recommendations undergo feasibility studies before being implemented.

Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises.

Non-compliance



The objective of this safety policy is to maintain excellence in compliance by maintaining 100% of the equipment designed in compliance with the EC Machine Directive.

##### Traceability and respect for human rights in the customer supply chain

###### → Traceability in the supply chain

The Group provides digital and collaborative traceability covering all levels of its customers' value chain (from fiber producers to brands), through its TextileGenesis offer.

The solution is based on a "token" system (fibercoins) originally created by the producer, validated by AI and industrial consortiums, guaranteeing the authenticity and non-duplication of transactions. This collaborative approach facilitates the reporting of information on the social practices of suppliers, including the furthest away (lower third parties), where the risks of human rights violations are highest.

TextileGenesis simplifies data sharing, accelerates access to transaction information, and enables fairer management of social compliance responsibilities.

###### → Social risk management and regulatory compliance

The solution also makes it easier for brands to ensure compliance with social regulations and to adapt their social risk management according to geographical areas and local practices.

It ensures that social compliance responsibilities are fairly distributed across the different levels of the chain, which is essential for guaranteeing respect for labor rights and human rights.

###### → Collaboration with certification bodies

TextileGenesis incorporates certification bodies at every stage, allowing the brand to visualize social audits and the regularity of its suppliers' controls.

###### → Visibility and transparency on working conditions

TextileGenesis sets itself apart through its partnerships with fiber producers and standardization bodies, which facilitates the verification of social practices and the prevention of document fraud.

Lectra solutions such as TextileGenesis, but also Kubix Link, enable information to be collected and shared on working conditions, human rights compliance, and social traceability at every stage of the product life cycle.

###### → Support for the social transformation of the sector

Lectra supports the development of the skills of players in the value chain, encourages collaboration between the various stakeholders (brands, suppliers, certification bodies) and promotes the adoption of responsible social practices.

Collaborative innovation and the integration of sector expertise make it possible to respond to the specific social challenges of each market segment.

In this way, Valia Fashion also improves the transparency and monitoring of production operations, allowing for better control of working conditions in workshops.

(33) INERIS = the French public institute for controlling industrial and environmental risks

### 3.4.2. Dialogue with customers

#### Communication with customers regarding the use of products and services

Lectra is committed to providing its customers with relevant information on the use of its products and services through multiple channels, notably through relevant technical documentation translated into all languages and through the MyLectra customer portal. The portal gives users centralized access to a wealth of resources, including equipment manuals, video tutorials, and user guides.

→ **MyLectra: the one-stop customer portal for access to information**

The MyLectra customer portal represents a significant step forward for interactions between Lectra and customers. Its knowledge center provides users with easy access to documentation, user guides and FAQs, promoting self-learning and rapid problem resolution.

For technical support, the MyLectra portal offers a direct point of contact with the Expertise Center. Users of Lectra solutions can submit support requests and track their progress in real time, resulting in greater transparency and trust. Support is available 24/7, ensuring that help is always at hand.

Operator management tasks are simplified for administrators, particularly regarding access rights, to allow secure, optimal use of systems.

The MyLectra portal also facilitates scheduling of software upgrades (two releases each year), thus minimizing service downtime. The user-friendly interface makes navigation easy, even for the least experienced users.

Lectra also maintains a comprehensive knowledge base on its website (<https://www.lectra.com/en>). Customers can find product information, user guides and FAQs there. This online platform provides easy access to valuable resources for solving common problems or enriching their understanding of the proposed solutions. It also provides access to information on product upgrades, to ensure that customers are always up-to-date on the latest functionalities and improvements.

Some Lectra offers like Kubix Link, TextileGenesis and Launchmetrics have their own document library hosted directly on their respective solutions.

TextileGenesis and Launchmetrics, for example, have built-in chatbots for reporting questions. If the problem is simple, it can be resolved directly via this chat. More complex issues are escalated to the relevant teams (the highest level being generally the developers for technical issues).

TextileGenesis has a notification system that informs users when new features are deployed on the platform. Launchmetrics offers monthly webinars to all its customers, recorded and subsequently available in the document library. For Kubix Link, in-depth training tailored to the needs of the customer is provided to users during the implementation phase, which generally lasts between four and five months. The objective is to make the customer as autonomous as possible on the solution during this phase, and in case problems, the Customer Success Manager is the main point of contact.

→ **Strengthened Customer Success Managers teams**

Customer Success teams play an important role in direct communication with customers. While consultants, trainers and field technicians are essential in the information process, Customer Success Managers (CSMs) now play a key role in building relationships

of trust with customers, helping them to understand and maximize adoption of products. CSMs provide proactive advice on using solutions and identify opportunities for improvement. Different teams of Customer Success Managers are dedicated to the Kubix Link, TextileGenesis and Launchmetrics solutions. They are trained on the specific features of their solution so that they master it as well as possible and are able to support the customer as closely as possible to their needs. Lectra's historical Customer Success teams centralize a certain number of best practices, processes and tools between them, broken down by solution, to provide overall consistency for the Lectra customer experience.

For cutting solutions, Lectra trainers and consultants offer training sessions tailored to each customer's specific needs, ensuring they have the correct equipment and master the technology to maximize benefits. Sessions can be organized online or on-site, as customers prefer. All these initiatives strengthen customer relationships and help ensure the successful adoption of Lectra technologies.

#### Handling customer feedback and incident reports

To establish lasting relationships based on trust, customer satisfaction is essential.

Excellence of service is crucial for Lectra, which is why a special procedure for managing incidents, requests and complaints has existed for many years. It is designed to be responsive, structured and transparent and to apply to all Lectra's solutions, whether cutting equipment or software, either in SaaS mode or on-prem.

Several entry points are accessible to customers to facilitate incident reporting according to the solutions proposed by the Group:

- telephone: the expertise center is accessible via a single number for each country;
- e-mail: a dedicated e-mail address for contacting the expertise center;
- on-field contacts: field teams including trainers, consultants and technicians located in territories where Lectra operates are available for assistance;
- the MyLectra portal: customers can open a case directly on the portal;
- input on cutting equipment: operators can report incidents directly on their cutting room equipment;
- chatbots are used to allow customers to open a request on TextileGenesis, Launchmetrics, and Kubix Link solutions.

When a customer incident is opened, it is immediately handled by the Customer Success teams.

Their technical support is organized at several levels:

- a welcome desk handles calls for telephone inquiries, offer multilingual assistance;
- incidents, regardless of their entry point, are logged in a ticketing tool and escalated according to the complexity of the customer's request;
- the 12 first-level expertise centers located across the world in order to be close to customers, handle about 80% of incoming incidents, with a commitment to provide an initial response within four hours, in the user's language;
- for more complex problems, the case is transferred to product experts who work in close collaboration with the R&D teams. In the event of a technical problem with a software offer, for example, the request is escalated to the teams of developers;
- Lectra also has teams of technicians in the field, ready to intervene directly at the customer's premises when a problem with cutting equipment cannot be resolved remotely.

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Lectra cutting room equipment is connected online and can generate technical alerts through permanent self-diagnosis of production capacity:

- predictive mode: the equipment automatically detects incidents and generates alerts that are sent directly to the technical centers, which will take over responsibility for incident analysis and resolution;
- preventive mode: the equipment automatically generates maintenance requests, resulting in the automatic opening of work orders for field technicians.

To identify potential improvements in the service provided, customer satisfaction is evaluated through an annual survey and follow-up surveys after incidents are resolved. These surveys measure customer satisfaction using two indicators:

- the Net Promoter Score (NPS): 20 in 2025 (up 3 points from 2024)
- CSAT (customer satisfaction rate): 62% in 2025 (similar to 2024)

CSAT indicators specific to TextileGenesis and Launchmetrics are calculated:

- CSATTextileGenesis: 79%
- CSATLaunchmetrics: 94%

This proactive approach allows working hand in hand with customers to ensure their satisfaction, while also guaranteeing the quality of Lectra solutions, with the aim of optimizing the solutions to match customer needs and requests as closely as possible.

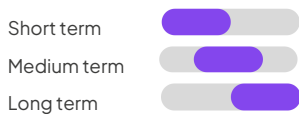
Lectra also has teams dedicated to optimizing the user experience: the teams investigate all possible customer journeys with Lectra solutions, including for vulnerable individuals, and then work iteratively with the product marketing and R&D teams to design and develop offers centered on the needs identified. Lectra's attention to optimizing user experience, for all users of its solutions, contributes to the strong brand image.

## 4. Business conduct

### 4.1 Material impacts, risks and opportunities in terms of business conduct

IRO	ESRS/topic	IRO category	Location within the value chain			Time horizon	Description
			Upstream	Own operations	Downstream		
<b>Protecting customers' intellectual property against the risk of cyber attacks</b>	G1	Negative impact			✓	Short term	In order to protect customer data, whatever its nature, the various offers must provide the best guarantees in terms of cybersecurity.
<b>Cyberattack on Lectra's information systems</b>	G1	Risk			✓	Short term	Cybersecurity is also a risk for the Group, which must also protect its internal information systems from intrusion attempts and data theft.
<b>Integration and collaboration following acquisitions</b>	S1 Working conditions	G1 Risk		✓	✓	Short term	This risk is addressed in the "Social" chapter, with a focus on the proper integration of employees of acquired companies. The "business conduct" section describes the governance structure and processes put in place to manage this external growth.
<b>Uncompromising ethics that strengthen stakeholder confidence</b>	G1	Positive impact	✓	✓	✓	Short term	Strict compliance with the highest ethical standards has been a non-negotiable priority for Lectra for many years. Lectra therefore asks its suppliers and partners to be equally exemplary in terms of ethical principles.
<b>Traceability: a driving force for transparency in the textile and leather industry</b>	S4 E5 Social inclusion of end-users	G1 Positive impact			✓	Short term	Mainly intended for its customers in the fashion sector, Lectra's TextileGenesis solution provides information on the exact origin of the materials purchased and their traceability from the fabric's fiber to the final garment: authentication of sustainable materials, transparency concerning working conditions, supply chain governance. This IRO, including on the ethical subject, is discussed in the previous chapters "Environment" and "Social" (S4).
<b>Customer-facing force transformation</b>	S1 G1 Lectra Specific	Risk			✓	Short term	Represents a risk for the Group, as insufficient mastery of new Industry 4.0 related solutions by company teams could compromise the Group's ability to achieve its objectives. This subject is addressed primarily in this "Business conduct" section. However, skills management and training for these sales teams are covered by the HR policy described below.
<b>Artificial intelligence : a strategic opportunity to create value</b>	G1 Lectra specific	Opportunity			✓	Short term	Artificial intelligence is considered to be a strategic lever for creating value: it enables Lectra's offers to strengthen its ability to help customers with their economic, environmental and social performance.

**Caption**



## 4.2 Governance

### 4.2.1. Governance of business conduct

#### Bodies overseeing business conduct

An Ethics Committee, which has the appropriate expertise, includes the Chairman and Chief Executive Officer, the General Secretary (acting as Compliance Officer), the Vice-President Sustainability, the Compliance Manager and, according to the nature of the alert, the member of the Executive Committee concerned or the local Human Resources Manager. It examines each alert, initiates any necessary investigation and decides on further measures, including dismissal sanctions that may extend to dismissal or legal action, when required.

#### Code of Ethics

Over the years, the Group has established a strong culture based on fair practices and respect for fundamental values (integrity, probity and transparency) in its interactions with all stakeholders. At Lectra, respect for the highest ethical standards is not negotiable and the Group has never been the subject of any complaint in this area.



The Group has deployed a robust anti-corruption system since 2018. Lectra's commitment to business ethics is evidenced, for instance, in its three anti-corruption instruments:

- the Code of Conduct;
- the whistleblowing system;
- the annual program of internal communication and training in business ethics.

These instruments were developed in parallel with a risk mapping exercise specific to corruption conducted by an outside consultant. A further review of the risk map at the end of 2022 by a consulting company with assistance from a specialized lawyer, identified potential areas for improvement. This mapping was updated in 2025.

As ethics cannot be restricted to the business world alone, it was decided, as part of the 2023–2025 sustainability roadmap, to extend its scope to other areas by drafting a general Code of Ethics. Approved at the end of 2024, it also draws on the cultural rules promoted by the Lectra Way, and was circulated to all the Group's teams in November 2025.

The Code of Ethics, with a preface by the Chairman and Chief Executive Officer, formulates Group policy around its core principles, such as integrity and business ethics, which guide its interactions at all times. The Code also incorporates the commitment to respect the environment and assume its social responsibility, including the protection of employees' rights and, more broadly, ensuring that its practices have no negative impact on human rights.

The Code is based on three principles:

- Lectra is committed;
- Lectra asks its employees to commit;
- Lectra asks its partners to commit: this principle ensures compliance with the Code's principles across the entire value chain.

Further, the Code of Ethics formally sets out the role and composition of the Ethics Committee, as well as the whistleblowing system.

Regarding the methodology for preparing the Code, the initial base was provided by the Group's long-established principles and values; this was supplemented by a comparative review of industry standards and partners' expectations. Concrete proposals were submitted to the members of the Sustainability Committee and the Executive Committee. They drew up a list of principles for the Code of Ethics.

#### → Gradual implementation of the Code of Ethics

In addition to the general circulation of the new Code of Ethics, a roll-out plan has been defined for each country, based on contractual obligations and local regulatory constraints up to the end of 2026. This code will be officially implemented in each country with the support of local Human Resources Managers, superseding the current Code of Conduct.

#### Whistleblowing system

The whistleblowing system meets the requirement that companies must allow all employees or stakeholders to report unlawful acts. Its scope now extends beyond the fight against corruption and influence peddling to include, more broadly, any situation that contravenes the old Code of Conduct. It covers any crime or other offense and any serious violation of the principles and values of the Code of Ethics.

Deloitte has been appointed to manage the whistleblower reporting platform. Any employee or external stakeholder with knowledge of facts that may be grounds for an alert can report them confidentially or anonymously.

One alert was reported during the 2025 fiscal year via the platform. The matter was investigated, resulting in proven misconduct and sanctions based on the facts presented, through individual interviews with the parties concerned, material evidence such as files and emails, and a final review by the Ethics Committee.

Lectra did not record any incidents of corruption in 2024, and recorded one in 2025, which was sanctioned.

#### Annual program on communication and training in business ethics

Lectra has created a dedicated section in the Group's intranet to ensure that this programme is deployed effectively. It includes all the documents: Code of Ethics, whistleblowing procedure and practical information. In parallel, a compulsory online training module for all new employees, which will be supplemented from the last quarter of 2025 by additional modules for certain high-risk professions, is being rolled out to ensure that all employees fully understand business ethics.

The main goals of these training courses are to clarify what corruption and influence peddling consist of, to understand the penalties involved and the duties of each employee, to explain how concerns should be expressed or at-risk situations reported, to recognize and avoid them, and to know what to do when confronted with them.

This awareness-raising is supplemented every year by an initial training course or refresher session. In 2025, 87% of new employees had benefited from this program.

As a result of the expansion of the Code of Ethics, a series of training courses already conducted on other topics (data protection, cybersecurity, sustainability), are now included as principles within the Code, extending coverage to these areas. The other newly described principles are being gradually covered by training courses dedicated to each topic (combating harassment, non-discrimination, etc.).

### Key metrics

N°	Indicator	2025	2024	2023
GCO1	Number of convictions for violations of anti-corruption laws	0	0	0
GCO2	Number of fines for violations of anti-corruption laws	0	0	0
GCO3	Number of incidents under the Code of Conduct	1	0	0
GCO4	Number of disciplinary actions taken against employees for corruption incidents	1	0	0
GCO5	Percentage of employees present on 12/31 who received at least one training on ethics	80%	79%	96%
GCO6	Percentage of employees present on 12/31 covered by the legal deployment of the Code of Ethics	48%	-	-

#### 4.2.2. Focus: governance of responsible purchasing



#### Strict processes for sales contracts

Lectra has had in place for many years a strict procedure to regulate sales practices, supervise the negotiation and signing of contracts, and has adapted its contractual clauses to reinforce ethical considerations.

The Group's action from 2020 to 2023 to redefine contractual relations with its network of agents has contributed to harmonizing and strengthening its ethical demands, and to standardizing practices throughout the Group. Contracts with these agents will incorporate the broader scope of the Code of Ethics from 2026 onwards, which replaces the Code of Conduct.

#### Responsible purchasing policy

As part of the roll-out of its 4.0 strategy, Lectra is supported by a solid network of suppliers who play an essential role in the success of this strategy. Lectra and suppliers share fair and equitable practices, while establishing sustainable and balanced relationships. Lectra's purchasing activities are managed by specialized teams with structured processes that ensure a high level of overall performance, from procurement through delivery of products and services.

This responsible purchasing policy has been in place for many years. It aims to bring innovation and ensure premium products and services in line with Lectra's 4.0 strategy, satisfy customer demand, reduce social and environmental risks and impacts, improve business performance, and enhance the quality and efficiency of supplier relations.

The Group first issued a Responsible Purchasing Charter in 2011. The Charter sets out its sustainability policy for suppliers and service providers, with the following commitments:

- to select innovative suppliers taking total costs into account;
- to promote local subcontracting;
- to establish sustainable relationships based on trust;
- to ensure financial fairness; and
- to require that suppliers take CSR into account in their organizations and their own subcontracting, particularly with regard to labor practices, working conditions and respect for human rights.

The Group took another step forward in November 2021 by signing the Responsible Supplier Relations Charter put in place by the French

National Procurement Council (CNA) and the "Business Mediator." The Company thus demonstrated its exemplary position by adhering to the Charter's ten commitments and formally confirming its determination to pursue win-win partnerships with suppliers.

The Group has also asked its industrial suppliers to uphold the principles of eliminating illegal, forced or child labor, and to enforce compliance with applicable legal provisions in regard to minimum wages, health and safety.

At the end of 2022, the Charter was superseded by a new document, the Responsible and Sustainable Purchasing Charter, which reinforces and extends the Group's commitments, which it continues to share with suppliers. This new Charter sets out Lectra's objectives vis-à-vis its suppliers, along with the level of compliance expected from them and from their own partners. Its roll-out began in 2023 and, by the end of 2025, 90% of purchases<sup>(34)</sup> took place in line with this charter.

#### Supplier assessment

Lectra strengthened its responsible purchasing approach in 2025 by deploying the EcoVadis platform to assess and manage its panel of suppliers. The tool measures sectoral CSR risk and country risk (Level 1) for all active, industrial and indirect suppliers, and enables proportionate actions – requests for proof, support or corrective plans – to be defined according to the criticality of the risks identified. To expand on this, key partners were asked to complete questionnaires to assess their CSR approach (Level 2). Finally, the industrial suppliers considered to be the most critical were asked to complete a more comprehensive and in-depth questionnaire covering four areas: environment, social and human rights, responsible purchasing and ethics (Level 3).

At the end of 2025, nearly 100% of the Group's suppliers had been integrated and pre-assessed on their risks by the platform (Level 1), with the exception of the subsidiaries' indirect suppliers.

7% of industrial suppliers received a demand for a Level 2 or Level 3 assessment. 10% of them completed their EcoVadis Level 3 assessment online.

In addition, as part of the "FSC<sup>(35)</sup> Chain of Custody" certification, audits are carried out annually to assess compliance with the criteria by the Group's suppliers.

(34) It covers industrial purchases by the entire Group and cross-functional purchases by Lectra SA.

(35) FSC: Forest Stewardship Council

### Objectives

The Group wants to improve its knowledge of all its suppliers on sustainability issues.

Industrial suppliers objective:

- educating suppliers on sustainability issues;
- assessment of the maturity of sustainability topics for 25% of industrial suppliers by the end of 2028 (several assessment tools may be used: Ecovadis Level 2 or 3, Lectra questionnaire, audit, etc.).

Indirect suppliers objective :

- continued roll-out of the Responsible and Sustainable Purchasing Charter with Lectra SA's cross-functional purchasing suppliers and with the main suppliers of Cross-functional Purchasing of the other Group entities (excluding TextileGenesis and Launchmetrics) contributing to the Lectra offer;
- global risk assessment via EcoVadis IQ Plus (minimum Level 1) of suppliers Cross-functional purchases Lectra SA and suppliers Cross-functional purchases of other Group entities (excluding TextileGenesis and Launchmetrics) contributing to the Lectra offer.

### Key metrics:

- Percentage of purchases covered by the Responsible Purchasing Policy: 90%
- Percentage of buyers trained in responsible purchasing: 63%

#### 4.2.3. Governance of acquisitions



Lectra made its first major acquisition in 2004 with Investronica, which was a competitor at the time.

External growth, through acquisitions and partnerships, returned to center stage in Lectra's strategy with the 2017-2019 and subsequent strategic roadmaps.

From 2018 with the acquisition of Kubix Link, followed by Retviews, Gerber Technology, Neteven, Gemini, Glengo Teknoloji, TextileGenesis, Lectra Suzhou and Launchmetrics in the years that followed, the ambition was twofold: to extend Lectra's footprint in the fashion and textile value chain, and to build or access expertise and technologies that it did not previously possess. Internal innovation remains at the heart of Lectra's strategy, while external growth has proved an excellent fit across the entire organization.

To provide a framework and support for these acquisitions and partnerships, a methodology and governance structure have been put in place by the Corporate Development team. An acquisition project is divided into several phases:

1. screening;
2. due diligence and negotiation;
3. integration: planning and governance;
4. post-integration.

This approach is based largely on standard rules for mergers and acquisitions, as adapted to the circumstances of the Group, including specific features of the fashion market, the nature and expertise of the teams, geographical coverage, and the obligations incumbent upon listed companies.

### Screening

Screening is the selection phase. The objective is to identify potential targets for acquisition or partnership. Their compatibility with Lectra, their positioning in the fashion or textile value chain and, finally, how their activity reflects the challenges faced by customers are then evaluated. This research task is performed by the Innovation team. It

identifies and contacts potential targets, carries out an initial analysis and decides whether to pursue the project based on specific criteria such as the size of the target, its business and technological expertise, the market sectors in which it operates, turnover, profitability, and geographical coverage.

A clearly identified list of acquisition and partnership targets is regularly updated; some are presented to the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer. If they wish to pursue the matter further, after discussions with the founders of the target, the next phase – due diligence – may begin.

Since 2020, the Innovation team has examined over 370 companies to identify potential acquisition or partnership opportunities for Lectra.

### Due diligence and negotiation

In the due diligence phase, in-depth evaluations of the target are conducted to ascertain whether it meets the Group's strategic, financial and operational criteria. To enable these analyses to be carried out without undue pressure, the parties agree to a period of exclusive negotiations. This stage is led by the Corporate Development team, in close collaboration with the finance and legal teams, a law firm appointed for this purpose and, if necessary, a financial advisory firm. A virtual data room (a secure workspace for financial transactions) is then created to assemble and analyse key data on the target.

Lectra may unilaterally decide to terminate the due diligence process at any time. Each company is then relieved of its obligations.

During the due diligence process, the proposed acquisition is presented to several groups of people, including the Strategic Committee and the Social and Economic Committee, in order to obtain their opinions.

Finally, Lectra's Board of Directors – based on the final negotiated agreements – may grant or withhold final approval to proceed to the "signing" stage. Following this, the standard legal and financial formalities must generally be performed by both parties. Only upon completion of these formalities the final step, named "closing," officially finalizes the alliance between Lectra and the target company.

### Integration: plan et governance

#### → Integration plan

When the Group undertakes to acquire a majority stake in a company, the first step is to develop an integration plan that defines and formalizes why and how the company will be integrated into the Group. This plan is developed by the Corporate Development team, then validated by the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer, and by the senior executives of the acquired company.

Each integration plan is customized to suit the company, its size, its maturity and the reasons for the alliance, in terms of business, product and/or technology. For each team, it specifies:

- the objectives pursued by the integration process;
- the scope to be handled by the acquired company versus the scope to be handled by Lectra;
- the activities to be performed by each team;
- the deliverables expected for each activity, with timelines;
- the people from the acquired company and from Lectra who are responsible for achieving the objectives and performing the associated activities;
- the aspects for which integration is mandatory (notably financial and legal) because Lectra is a listed company, and those that remain optional.

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Transparency between teams is essential for aligning, where necessary, business processes, systems and technologies to create a unified operational framework and enable business continuity and the creation of commercial, product and financial synergies, etc. between Lectra and the acquired company.

The actual integration process occurs in a number of phases:

1. the integration kick-off meeting, for all the teams and persons involved in the integration process to discover the details of the plan;
2. the discovery phase: a period generally lasting 3 months during which teams exchange information about their operating methods and processes to improve their understanding, identify all relevant factors, and thus improve how they conduct their business;
3. the first integration phase, with implementation and achievement of the initial objectives of the plan, covering a number of activities to be carried out over a 9 to 12 month period;
4. the second integration phase, also referred to as the build-up phase, with the existing objectives maintained and new objectives defined to be achieved over a 12 to 18 month period.

### → Governance

A governance structure specific to each integration is put in place to ensure that it operates smoothly over time, considering the specific organizational features of the acquired company.

Lectra's governance bodies (listed below) participate in the integration of a medium-sized company (e.g. Launchmetrics). Not all will necessarily play a role in integration of a start-up. Accordingly, the frequency of meetings may vary in each case, as may the participants in the governance structure, which may include:

1. the Board of Directors of the acquired company;
2. an Integration Steering Committee: reporting to the Chairman and Chief Executive Officer, Deputy Chief Executive Officer and senior executives of the company on the integration progress, sticking points, corrective actions and trade-offs to be made;
3. a "Business" Steering Committee to ensure that sales and marketing priorities are defined and related decisions taken in light of the product portfolio, geographical zones and the issues for the teams concerned;
4. an "Offer" Steering Committee; including Product Marketing, Product Management, and R&D teams, to handle product and technology priorities, data management, and related decisions consistent with the roadmaps;
5. streams, i.e. integration channels including persons with leadership or contributor roles in the company and Lectra. There are ten streams: business, marketing and communication, Customer Success, product, R&D, IT, cybersecurity/sustainability, HR, legal, and finance;
6. an "Integration Task Force" operational Steering Committee that meets periodically with all the people involved in the streams for an overall alignment and to ensure the visibility of cross-divisional activities involving two or more streams.

### Post-integration phase

During the post-integration phase, the acquired company is merged in Lectra departments and, when necessary, aligned with the Group's processes and standards.

An acquired company is not necessarily intended to be fully integrated. Sometimes, it should preserve the autonomy needed to progress and continue to grow at a pace commensurate with its challenges, with Lectra only integrating in areas where both

organizations have common ground (e.g. synergies in terms of offers and/or products).

During this phase, the teams takeover the relay, by department, and are no longer orchestrated by the Corporate development team. It will have already provided them with:

1. details on the objectives met and activities carried out since the start of the integration process;
2. the documentation and deliverables structured during the integration process;
3. the next key stages (previously identified as necessary);
4. recommendations for future activities.

Any major decisions that may be required at this stage will be made by Lectra's governing bodies.

### Acquisitions of minority shareholdings and partnerships

When Lectra acquires a minority stake (as in the case of AQC and Six Atomics in late 2024), the integration does not begin immediately, but is preceded by an acceleration phase. The acceleration phase involves working with the company to confirm the fit between its offer and the market, comparing its solutions and services to customers, setting up full-scale pilots, and exploring possible integrations between its offer and Lectra's solutions in order to enrich the customer value proposition. These actions provide the basis for a decision on whether or not to proceed with a gradual increase in the company's capital.

Only when the Group becomes the majority shareholder will an integration plan and associated governance arrangements be put in place.

#### 4.2.4. Managing the security of IT systems and solutions



The cybersecurity policy describes the governance, roles and responsibilities, bodies monitoring cybersecurity risks, certifications obtained, approaches followed, and specific topics within the scope of the Group. Updated at least once a year, it is supplemented by a body of documentation that is revised wherever necessary. The policy is mandatory for all users of Lectra systems and information, whether internal or external, and is accessible from the Group's intranet site.

In addition, the protection of personal data at Lectra is based on a dedicated organization, led in coordination with the Data Protection Officer (DPO), ensuring compliance and the governance of data processing activities.

Cybersecurity strategy is built on a risk-based approach, drawing on several sources. Every three years, a risk analysis is carried out: this is the central aspect of the approach. The analysis involves interviews with a representative panel of Lectra senior executives. It aims to be objective and representative of Lectra's activities, challenges and concerns. Several risk scenarios are addressed, combining functional and operational scenarios:

- the term "functional scenario" refers to concerns by managers or other persons regarding their activity and the data handled. This concern may relate to any of the four pillars of cybersecurity, namely availability, integrity, confidentiality and traceability, for which potential negative impacts must be assessed;
- the term "operational scenario" refers to a path of attack arising from a technical or organizational vulnerability. To become a scenario, each path of attack is evaluated according to its plausibility. Only those paths considered plausible are selected for scenarios.

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The impact of a functional scenario associated with at least one plausible operational scenario constitutes a risk scenario with its own level of criticality. These risk scenarios are ranked according to their criticality at the time they are established. An action plan is identified on this basis. Called the cybersecurity roadmap, it reduces the criticality of identified risks through one or more actions defined and calibrated to reduce their impact or likelihood.

The cybersecurity plan, however, is not set in stone and depends on changes in its environment. In addition, the actual impact on the criticality of a scenario depends on other factors. For instance, the discovery of a complex vulnerability on an asset that needs to be corrected raises its criticality level, which may require revising the planned corrective action.

In this case, the risk analysis is supplemented in several ways:

- the vulnerabilities detected, cybersecurity incidents and events that could affect Lectra, its suppliers and its customers are consolidated to characterize trends in attacks;
- audits and controls provide concrete scenarios regarding threats;
- awareness-raising activities which help to measure the plausibility of the paths of attack tested;
- maintaining a cybersecurity surveillance program, which involves specific assignments, participation in seminars and clubs, and monitoring the specialized and general press.

The cybersecurity roadmap is thus based on prioritizing risks as a function of their criticality. Each action is assigned a business sponsor, a cybersecurity expert, and a principal project leader. The business sponsor facilitates implementation by making choices at decision points, providing necessary resources within the business teams, and allocating a budget where necessary. The cybersecurity expert helps to complete each stage with a view towards reducing residual risks. The principal project leader is responsible for overall management of the action plan. Each action has its own scope and deadlines.

### The cybersecurity roadmap

The current cybersecurity roadmap, which runs from 2023 through 2025, is based on a risk analysis conducted in 2022. It includes ten projects consolidated into themes according to whether they involve formal specification actions, operational protection measures, or the improvement of existing procedures. These themes are:

- the body of documentation that sets out the rules for the use of systems and data and defines the procedure for managing security incidents;
- ID and access management, to ensure that the principle of least privilege (POLP) is enforced, and that accounts are managed appropriately as employees evolve in the organization;
- data security, including for personal data, to ensure data is secure from the time of creation and in data handling;
- the security of solutions, equipment and software, to strengthen operational detection and protection of the assets embedded in the solutions;
- the security of IT systems to strengthen the operational detection and protection of the IT assets made available to all employees;
- awareness-raising among personnel with the aim of reducing human error, the primary source of threats according to security benchmarks;
- business continuity to ensure that, in the event of application malfunction, an operational environment can be restored according to pre-determined time frames and procedures.

To facilitate the implementation of the cybersecurity plan and ensure that deadlines are met, Lectra has set up committees to monitor these comprehensive and cross-functional risks.

The purpose of this plan is to deploy all necessary resources to prevent significant impacts on the Group caused by a security incident.

The cybersecurity risk analysis was updated in 2025 in order to establish a cybersecurity plan for 2026 taking the Group's maturity on the subjects and the changes in scope into account.

### Cybersecurity governance

Since 2025, the cybersecurity plan has been part of the sustainability plan and is reviewed by a joint Audit Committee and Sustainability Committee before being approved by the Board of Directors. The results are now included in the sustainability report, reviewed by the Joint Sustainability Committee and Audit Committee, and will be validated by the Board of Directors.

In operational terms, three levels allow for coherent and effective monitoring of the cybersecurity plan over time:

- a quarterly cybersecurity steering committee chaired by the Chairman and Chief Executive Officer and attended by the main parties concerned provides visibility on progress and any trade-offs required in particular related to the cybersecurity plan;
- this committee receives updates through monthly follow-up meetings led by the cybersecurity expert, project managers and key operational contacts. They also enable news about incidents, cybersecurity monitoring, and the progress of related projects to be shared.

### Protecting customers' intellectual property and personal data against the risk of cyber attacks

Customers' intellectual property is vital in their competitive environment. Therefore, Lectra's contractual position is never to interfere in the handling of their data, except in specific cases where this is something they expressly request.

The objective is to strictly limit the risk of leaks and damage to intellectual property. Accordingly, logical access to the software modules handling customers' intellectual property is strictly managed within the Group. A selected team has permanent access and all actions are tracked. Limited one-off access can be provided by this team, upon authorization, to analyse malfunctions reported by customers.

The cybersecurity roadmap addresses specific measures relating to cutting equipment on the one hand, and software on the other, from the design stage to end of life, and throughout their operating cycles.

The measures implemented also include monitoring of legal and regulatory developments in order to cover, among other things, the obligations relating to the protection of the limited personal data processed within the applications.

Regarding the most critical points in terms of intellectual property, the cutting equipment has special encryption systems. It is regularly audited by independent third parties, according to a range of operational scenarios including intrusion and reverse engineering. Subcontractors and suppliers are involved in this process through a specialized project in the cybersecurity roadmap, which involves an in-depth analysis of their level of protection. The system also includes dynamic life-cycle assessment of equipment components to identify obsolescence.

All software, whether connected to or embedded in equipment, is safeguarded at all times by a secure development approach. To minimize potential risks on a daily basis, teams are trained in secure development best practices. In addition, all new developments, even if they are patches, are analyzed from a cybersecurity perspective before being put into production. Each vulnerability is rated by severity before being reported to the teams for corrective action, with deadlines set according to the degree of urgency. In addition,

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each offer is subject to annual audits with penetration testing carried out by outside organizations.

### Certifications

Some of the Group's offers have received cybersecurity certificates and attestations from an independent auditor, which confirms the

robustness and effectiveness of their security, availability and confidentiality controls.

- SOC 2 type II attestation for TextileGenesis and Launchmetrics (since 2023) and Kubix Link (since 2025) offers.
- ISO 27001 certification for the Launchmetrics offer (since 2022).

### Key metrics

N°	Indicator	2025	2024	2023
GCY1	Number of cybersecurity incidents that affected the Group <sup>(1)</sup>	0	0	0
GCY2	Share of the average workforce that has received a training in cybersecurity <sup>(2)</sup>	95%	73%	89%

(1) An incident is considered to be a reported and confirmed incident with a proven financial impact.

(2) This refers to employees who have received at least one cybersecurity or data protection training course during the year.

## 4.3 Issues specific to Lectra

### 4.3.1. Transformation of sales teams and customer relations

The transition of the software business to a SaaS model is now one of Lectra's strategic pillars. This change is not limited to a technological evolution: it implies a profound transformation of all the teams involved in the customer journey, processes and tools in order to guarantee a uniform and sustainable customer experience.

This transformation is led by the Chief Customer Officer. It is based on an in-depth assessment, carried out in the spring of 2025 with the help of Bearing Point, which enabled a precise inventory to be drawn up: individual interviews, documentary analysis and sharing workshops revealed a diversity of practices and maturity between the Group's various entities and solutions.

The audit produced a list of recommendations covering several topics, including:

- the roles and responsibilities of the people involved in the customer journey: some roles will evolve; others will be created. The customer journey itself has been reviewed, and in particular the intensity of relationships, with the need to offer personalized customer support for strategic accounts;
- a focus on the role of Customer Success Managers: reminders of best practices were provided, with the aim of ensuring that these teams, which have been expanding for many years, fulfil their role in accordance with industry best practices;
- compensation models;
- the organization of operations, in particular support for field teams. In general, the change in the organization aims to improve customer satisfaction, align the teams' efforts with the Group's strategy, and promote up-selling<sup>(36)</sup> and cross-selling<sup>(37)</sup> practices;
- tools & data: streamline tools and maximize their adoption, ensure that the tool ecosystem is consistent and enable seamless collaboration across departments and solutions to maximize customer experience and increase team performance (e.g. by identifying business opportunities and fueling the product roadmap);
- implementation of a number of key indicators specific to the SaaS activity, for example the ARR (Annual Recurring Revenues) to manage performance and ensure sustainable growth.

Based on all these recommendations, the Group plans to deploy a gradual transformation plan that will be an integral part of the deployment of the new 2026-2028 strategic roadmap. This plan is still under construction, although initiatives have already been initiated, for example on tools and training. Conversely, the process and organizational aspects will take a little longer to implement.



A significant effort will be devoted to the development of SaaS skills, with training programs, based on a multi-level certification program (see the associated figures in Section 3.2.3 of this report, under the theme "Supporting the development of employees' skills"). The aim of these programs for the sales forces is to strengthen the teams' expertise in Lectra solutions so that they are able to sell better, as close as possible to customer needs. Actions to raise managers' awareness of best practices in order to prevent excessive versatility, for example, are also planned.

There are also certification courses for the various Customer Success functions which are more focused on customer satisfaction and the use of solutions: unlike sales representatives, they must be true experts in the solutions they support in order to provide the best possible assistance to customers.

Sharing and synergies must be set up between the sales, Go-to-market and Customer Success teams, regarding certification paths, for instance, in order to smooth the handover between these different players and thus improve the customer experience.

This entire organizational transformation approach reflects Lectra's desire to adapt its business model to current challenges: expertise, collaboration and sustainable value creation.

### 4.3.2. Artificial intelligence as a strategic opportunity to create value

Artificial Intelligence (AI) is a major opportunity for Lectra to strengthen the value created for its customers and to consolidate its position as a key player in Industry 4.0.

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 anticipate their growing needs. The recent advances in artificial intelligence today are enabling us to go even further, developing ever more powerful and innovative solutions. The integration of AI technologies improves the performance and operational efficiency of offers, automates complex processes, provides advanced analytics, and personalizes the user experience. These levers address the growing expectations of the markets targeted by the Group and are perfectly aligned with its strategy of developing SaaS offers and high-value solutions.

The implementation of AI in offers is a priority for all Group Product and R&D managers. The Chief Technology Officer is steering the deployment across the Group to ensure consistency, define the rules and best practices for a common architecture, and train the teams. This organisation ensures alignment between the technology strategy, the product roadmap and market needs. Supported by an

(36) Offer the customer a higher or more complete version of the product or service they are considering purchasing.

(37) Suggest products or services that are complementary to those the customer already purchases.

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ecosystem of constantly evolving technologies and partners, Lectra is capitalizing on many years of experience in artificial intelligence, thus strengthening its position to anticipate Industry 4.0 transformations and develop high value-added use cases.

Lectra is deploying an action plan structured around four areas:

- the gradual integration of AI into offers: intelligent automation, process optimization, predictive analytics, improvement of quality and productivity for customers. A prioritization process and dedicated cross-functional governance have been put in place to target initiatives that will have the greatest impact for Lectra and its customers;

- the development of shared technological bricks: AI components that can be reused between the Group's different offers;
- upskilling teams skills: initial and ongoing AI training, methodological support, best practices in responsible development;
- structuring of governance and technology watch: steering by a steering committee, monitoring of data needs and market developments.

The objectives over a three-year period are as follows:

- generalize the integration of AI in offers;
- leverage the measurable impact of AI on customer performance.

## 5. Appendices

### 5.1 Appendix 1: due diligence

Core elements of due diligence	Paragraphs in the sustainability statement
a) Embedding due diligence in governance, strategy and business model	1.1. General presentation of the Group 1.3. Strategy 1.6. Sustainability governance and management
b) Engaging with affected stakeholders in all key steps of the due diligence	1.5. Stakeholder engagement
c) Identifying and assessing adverse impacts	1.7. Double materiality assessment
d) Taking actions to address those adverse impacts	2.3.1. Climate transition plan (climate mitigation policy) 2.3.2. Resilience analysis and climate change adaptation policy 3.2. Human resources policy – ESR S1 3.4.1. Lectra solutions serving the social responsibility of users and customers 4.2.4. Managing the security of IT systems and solutions
e) Tracking the effectiveness of these efforts and communicating	2.3.4. Focus on the GHG assessment (E1-6) 2.3.4. Focus: GHG assessment (E1-6) / Carbon intensity 2.3.3. Energy consumption (E1-5) 2.3.3. Energy consumption (E1-5) / Renewable electricity 2.3.3. Energy consumption (E1-5) / Energy intensity 3.3. Human Resources policy monitoring indicators – ESR S1: - Headcount - Compensation - Education and training - Health and safety at work - Non-employees 3.4.1. Lectra solutions serving the social responsibility of users and customers - Equipment compliant with EC Machinery Directive - Safety developments in every new equipment range 4.2.4. Managing the security of IT systems and solutions: - Percentage of employees trained - Number of cybersecurity incidents

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### 5.2 Appendix 2: Material impacts, risks and opportunities for the Lectra Group (double materiality assessment)

	ESRS	Positive impact	Negative impact	Opportunity	Risk	Stakeholders involved	Time horizon*
Climate change contribution	E1		X			<b>Upstream</b> - Suppliers - Transporters of materials used in the manufacturing of Lectra machines  <b>Downstream</b> - Lectra's customers - Good transporters for Lectra machines  <b>Own operations</b> - Production activities - Own workforce subject to commuting and business travel	Short term Medium term Long term
Optimizing textile and leather consumption with Lectra solutions	E5	X		°		<b>Downstream:</b> Lectra's customers	Short term Medium term
Traceability: a driving force for transparency in the textile and leather industry	E5 S4 G1	X		°		<b>Downstream:</b> Lectra's customers and their own suppliers	Short term Medium term Long term
Environmental regulatory changes strengthen Lectra's market presence	Lectra specific			X		Own workforce  <b>Downstream:</b> the society, especially customers in the fashion industry	Short term Medium term
Declining demand for Lectra offerings due to changing consumer patterns	Lectra specific				X	Own workforce  <b>Downstream:</b> the society, especially customers in the fashion industry	Long term
Attractiveness, skills development and employee succession	S1	°	X	°	X	<b>Own workforce:</b> all Lectra collaborators	Short term Medium term
Corporate culture at the heart of Lectra's transformation	S1	°	X			<b>Own workforce:</b> all Lectra collaborators	Medium term
Lack of expertise and ownership of artificial intelligence by Lectra teams	S1		°		X	<b>Own workforce:</b> all Lectra collaborators	Medium term
Integration and collaboration following acquisitions	S1 G1			°	X	<b>Own workforce:</b> all Lectra collaborators  <b>Downstream:</b> - Lectra's customers - potential target companies	Short term Medium term
Customer-facing force transformation	Lectra specific Lectra specific			°	X	<b>Own workforce:</b> sales and customer-related teams	Short term Medium term
Health and safety of Lectra equipment users	S4		X			<b>Downstream:</b> Lectra's customers	Short term Medium term Long term
Protecting customers' intellectual property against the risk of cyber attacks	G1	°	X	°	°	<b>Downstream:</b> Lectra's customers	Short term Medium term
Cyberattack on Lectra's information systems	G1				X	<b>Own operations:</b> Lectra's intellectual property	Short term Medium term
Uncompromising ethics that strengthen stakeholder confidence	G1	X		°		All stakeholders	Short term Medium term Long term
Artificial intelligence: a strategic opportunity to create value	Lectra specific			X		<b>Own operations:</b> offers development  <b>Downstream:</b> Lectra's customers	Medium term Long term

■ Environment

■ Social

■ Governance

X → Material impacts, risks and opportunities that result from the double materiality analysis

° → Secondary, non-material perspective from which the subject can be considered (for example, a subject initially identified as a risk can be subsequently also become an opportunity if it is correctly apprehended; the positive material impacts identified for the Group's offers are also financial opportunities)

\* Definitions of time horizons according to the ESRS:

Short term : corresponds to the period chosen for the financial statements, which is one year in this case; Medium term : between the period defined for the short term (one year in this case) and five years; Long term : more than five years

## 02 – SUSTAINABILITY REPORT

### 5.3 Appendix 3: Lectra's compliance with the CSRD disclosure requirements

ESRS	Disclosure requirement	Sustainability report section(s)
<b>ESRS 2 – General disclosures</b>		
ESRS 2	BP-1 – General basis for the preparation of sustainability statements	1.2. Methodology and scope of reporting
ESRS 2	BP-2 – Disclosures in relation to specific circumstances	1.1. General presentation of the Group 5.5. Appendix 5
ESRS 2	GOV-1 – The role of the administrative, supervisory and management bodies	1.6. Sustainability governance and management
ESRS 2	GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	1.6. Sustainability governance and management 1.7. Double materiality assessment
ESRS 2	GOV-3 – Integration of sustainability-related performance in incentive schemes	1.6. Sustainability governance and management / Sustainability based variable compensation criteria
ESRS 2	GOV-4 – Statement on due diligence	5.1. Appendix 1: due diligence
ESRS 2	GOV-5 – Risk management and internal controls over sustainability reporting	1.7. Double materiality assessment / Links with internal control and risk management 1.1. General presentation of the Group
ESRS 2	SBM-1 – Strategy, business model and value chain	1.3. Strategy 1.7. Double materiality assessment / Value chain
ESRS 2	SBM-2 – Interests and views of stakeholders	1.5. Stakeholder engagement
ESRS 2	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	1.7. Double materiality assessment / Double materiality assessment results
ESRS 2	IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	1.7. Double materiality assessment – Identification and assessment of the materiality of Impacts, Risks and Opportunities
ESRS 2	IRO-2 – Disclosure requirements in ESRS covered by the undertaking's sustainability statement	5.5. Appendix 3: This table
<b>E1 – Climate change</b>		
E1	GOV-3 – Integration of sustainability-related performance in incentive schemes	1.6. Sustainability governance and management / Sustainability based variable compensation criteria
E1	E1-1 – Transition plan for climate change mitigation	2.3.1. Climate transition plan (climate mitigation policy)
E1	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	2.3.2. Resilience analysis and climate change adaptation policy
E1	IRO-1 – Description of the processes to identify and assess material climate-related impacts, risks and opportunities	2.1. Material environmental impacts, risks and opportunities
E1	E1-2 – Policies related to climate change mitigation and adaptation	2.3.1. Climate transition plan (climate mitigation policy) 2.3.1. Climate transition plan (climate mitigation policy) / Reduction levers; Action plan
E1	E1-3 – Actions and resources in relation to climate change policies	2.3.2. Resilience analysis and climate change adaptation policy / Physical risk adaptation; Adaptation to transition risks and opportunities; Resources mobilized 2.3.1. Climate transition plan (climate mitigation policy) / Reduction levers; Action plan
E1	E1-4 – Targets related to climate change mitigation and adaptation	2.3.2. Resilience analysis and climate change adaptation policy / Key metrics and targets
E1	E1-5 – Energy consumption and mix	2.3.3. Energy consumption
E1	E1-6 – Gross Scopes 1, 2, 3 and Total GHG emissions	2.3.4. Focus: carbon assessment
E1	E1-7 – GHG removals and GHG mitigation projects financed through carbon credits	N/A
E1	E1-8 – Internal carbon pricing	N/A
E1	E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Phase-in: not published this year
<b>E2 – Pollution</b>		
E2	IRO-1 – Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	
E2	E2-1 – Policies related to pollution	
E2	E2-2 – Actions and resources related to pollution	
E2	E2-3 – Targets related to pollution	Not material for Lectra
E2	E2-4 – Pollution of air, water and soil	
E2	E2-5 – Substances of concern and substances of very high concern	
E2	E2-6 – Anticipated financial effects from pollution-related impacts, risks and opportunities	
<b>E3 – Water and marine resources</b>		
E3	IRO-1 – Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	
E3	E3-1 – Policies related to water and marine resources	Not material for Lectra
E3	E3-2 – Actions and resources related to water and marine resources	
E3	E3-3 – Targets related to water and marine resources	

## 02 – SUSTAINABILITY REPORT

ESRS	Disclosure requirement	Sustainability report section(s)
E3	E3-4 – Water consumption	
E3	E3-5 – Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	
<b>E4 – Biodiversity and ecosystems</b>		
E4	E4-1 – Transition plan and consideration of biodiversity and ecosystems in strategy and business model	
E4	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	
E4	IRO-1 – Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	
E4	E4-2 – Policies related to biodiversity and ecosystems	Not material for Lectra
E4	E4-3 – Actions and resources related to biodiversity and ecosystems	
E4	E4-4 – Targets related to biodiversity and ecosystems	
E4	E4-5 – Impact metrics related to biodiversity and ecosystems change	
E4	E4-6 – Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	
<b>E5 – Resource use and circular economy</b>		
E5	IRO-1 – Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	2.1. Material environmental impacts, risks and opportunities
E5	E5-1 – Policies related to resource use and circular economy	2.4. Eco-design policy
E5	E5-2 – Actions and resources related to resource use and circular economy	2.4.3. Eco-design policy / Eco-design actions
E5	E5-3 – Targets related to resource use and circular economy	2.4.3. Eco-design policy / Eco-design actions / Key metrics and targets
E5	E5-4 – Resource inflows	Not material for Lectra
E5	E5-5 – Resource outflows	2.4.3. Eco-design policy / Eco-design actions / Key metrics and targets
E5	E5-6 – Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	Not material for Lectra
<b>S1 – Own workforce</b>		
S1	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.1. Material social impacts, risks and opportunities
S1	S1-1 – Policies related to own workforce	3.2. Human resources policy – ESRS S1
S1	S1-2 – Processes for engaging with own workers and workers' representatives about impacts	3.2.2. The fundamentals, non-negotiable for Lectra / Organization of labor relations 3.2.2. The fundamentals, non-negotiable for Lectra / Organization of labor relations
S1	S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns	3.2.3. Four ambitions to support the Group's transformation / Ambition 1: Enhance Lectra's attractiveness / Enrich the employee experience 4.2.1. Business conduct governance / Whistleblowing management
S1	S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	3.2. Human resources policy – ESRS S1
S1	S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.2. Human resources policy – ESRS S1
S1	S1-6 – Characteristics of the undertaking's employees	3.3. Human Resources policy monitoring indicators – ESRS S1
S1	S1-7 – Characteristics of non-employee workers in the undertaking's own workforce	3.3. Human Resources policy monitoring indicators – ESRS S1
S1	S1-8 – Collective bargaining coverage and social dialogue	3.2.2. Fundamentals, non-negotiable for Lectra / Organization of labor relations; Information on collective agreements
S1	S1-9 – Diversity metrics	3.3. Human Resources policy monitoring indicators – ESRS S1 / Headcount
S1	S1-10 – Adequate wages	3.3. Human Resources policy monitoring indicators – ESRS S1 / Compensation
S1	S1-11 – Social protection	Phase-in: not published this year
S1	S1-12 – Persons with disabilities	3.2.2. Fundamentals, non-negotiable for Lectra / Diversity, equal opportunities and inclusion
S1	S1-13 – Training and skills development metrics	3.3. Human Resources policy monitoring indicators – ESRS S1 / Training
S1	S1-14 – Health and safety metrics	3.3. Human Resources policy monitoring indicators – ESRS S1 / Occupational health and safety policy
S1	S1-15 – Work-life balance metrics	Not material for Lectra

## 02 – SUSTAINABILITY REPORT

ESRS	Disclosure requirement	Sustainability report section(s)
S1	S1-16 – Compensation metrics (pay gap and total compensation)	3.3. Human Resources policy monitoring indicators - ESRS S1 / Compensation
S1	S1-17 – Incidents, complaints and severe human rights impacts	Not material for Lectra
<b>S2 – Workers in the value chain</b>		
S2	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	
S2	S2-1 – Policies related to value chain workers	
S2	S2-2 – Processes for engaging with value chain workers about impacts	
S2	S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	Not material for Lectra
S2	S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	
S2	S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	
<b>S3 – Affected communities</b>		
S3	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	
S3	S3-1 – Policies related to affected communities	
S3	S3-2 – Processes for engaging with affected communities about impacts	
S3	S3-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns	Not material for Lectra
S3	S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	
S3	S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	
<b>S4 – Consumers and end-users</b>		
S4	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	3.1. Material social impacts, risks and opportunities
S4	S4-1 – Policies related to consumers and end-users	3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users
S4	S4-2 – Processes for engaging with consumers and end-users about impacts	3.4.2. Dialogue with customers
S4	S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	3.4.2. Dialogue with customers / Handling customer feedback and incident reports
S4	S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users
S4	S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users
<b>G1 – Business conduct</b>		
G1	GOV-1 – The role of the administrative, supervisory and management bodies	4.2.1. Governance of business conduct / Bodies overseeing business conduct
		4.2.1. Governance of business conduct / Code of Ethics
		4.2.2. Focus: Governance of responsible purchasing
G1	G1-1 – Business conduct and corporate culture policies	4.2.3. Governance of acquisitions
		4.2.4. Managing the security of IT systems and solutions
		4.3.1. Transformation, sales teams and customer relations
		4.3.2. Artificial intelligence as a strategic opportunity to create value
G1	G1-2 – Management of relationships with suppliers	4.2.2. Focus: Governance of responsible purchasing
G1	G1-3 – Prevention and detection of corruption and bribery	4.2.1. Governance of business conduct / Code of Ethics
G1	G1-4 – Confirmed incidents of corruption or bribery	4.2.1. Governance of business conduct / Key metrics
G1	G1-5 – Political influence and lobbying activities	
G1	G1-6 – Payment practices	Not material for Lectra

5.4 Appendix 4: GRI concordance table

GRI reference	Description	Report chapters	Sections and subsections
<b>GRI 2</b>			
<b>GRI 2 – ORGANIZATION AND REPORTING PRACTICES</b>			
2-1	Organizational details	General presentation of the Group	1.1 General presentation of the Group
2-2	Entities included in the organization’s sustainability reporting	Sustainability report	1.2. Methodology and scope of reporting
2-3	Reporting period, frequency and contact point	Sustainability report	1.2. Methodology and scope of reporting
2-4	Restatements of information	Sustainability report	1.2. Methodology and scope of reporting
2-5	External assurance	Sustainability report	6. Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852
<b>GRI 2 – ACTIVITIES AND WORKERS</b>			
2-6	Activities, value chain and other business relationships	Sustainability report	1.1. General presentation of the Group 1.7. Double materiality assessment
2-7	Employees	Sustainability report	3.3. Human Resources policy monitoring indicators - ESRS S1
2-8	Workers who are not employees	Sustainability report	3.3. Human Resources policy monitoring indicators - ESRS S1
<b>GRI 2 – GOVERNANCE</b>			
2-9	Governance structure and composition	Corporate Governance Report	1. Directors and managing bodies
2-10	Nomination and selection of the highest governance body	Corporate Governance Report	1. Directors and managing bodies
2-11	Chair of the highest governance body	Corporate Governance Report	1. Directors and managing bodies
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability report	1.6. Sustainability governance and management
2-13	Delegation of responsibility for managing impacts	Sustainability report	1.6. Sustainability governance and management
2-14	Role of the highest governance body in sustainability reporting	Sustainability report	1.6. Sustainability governance and management
2-15	Conflicts of interest	Corporate Governance Report	1. Directors and managing bodies
2-16	Communication of critical concerns	Corporate Governance Report	1. Directors and managing bodies
2-17	Collective knowledge of the highest governance body	Corporate Governance Report	1. Directors and managing bodies
2-18	Evaluation of the performance of the highest governance body	Corporate Governance Report	1. Directors and managing bodies
2-19	Remuneration policies	Corporate Governance Report	2. Compensation and benefits of Company Officers and Directors
2-20	Process to determine remuneration	Corporate Governance Report	2. Compensation and benefits of Company Officers and Directors
2-21	Annual total compensation ratio	Sustainability report	3.3. Human Resources policy monitoring indicators - ESRS S1
<b>GRI 2 – STRATEGY, POLICIES AND PRACTICES</b>			
2-22	Statement on sustainable development strategy	Sustainability report	1.3. Strategy 2.2. Environmental policy 2.3.1. Climate transition plan (climate mitigation policy) 2.3.2. Resilience analysis and climate change adaptation policy
2-23	Policy commitments	Sustainability report	2.4. Eco-design policy 3.2. Human resources policy – ESRS S1 3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users 4.2.2. Focus: Governance of responsible purchasing

## 02 – SUSTAINABILITY REPORT

GRI reference	Description	Report chapters	Sections and subsections
			4.2.4. Managing the security of IT systems and solutions / Cybersecurity policy 2.2. Environmental policy 2.3.1. Climate transition plan (climate mitigation policy) 2.3.2. Resilience analysis and climate change adaptation policy 2.4. Eco-design policy
2-24	Embedding policy commitments	Sustainability report	3.2. Human resources policy – ESRS S1 3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users 4.2.2. Focus: Governance of responsible purchasing 4.2.4. Managing the security of IT systems and solutions / Cybersecurity policy 2.2. Environmental policy 2.3.1. Climate transition plan (climate mitigation policy) 2.3.2. Resilience analysis and climate change adaptation policy 2.4. Eco-design policy
2-25	Processes to remediate negative impacts	Sustainability report	3.2. Human resources policy – ESRS S1 3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users 4.2.2. Focus: Governance of responsible purchasing 4.2.4. Managing the security of IT systems and solutions / Cybersecurity policy 2.2. Environmental policy 2.3.1. Climate transition plan (climate mitigation policy) 2.3.2. Resilience analysis and climate change adaptation policy 2.4. Eco-design policy
2-26	Mechanisms for seeking advice and raising concerns	Sustainability report	3.2. Human resources policy – ESRS S1 3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users 4.2.2. Focus: Governance of responsible purchasing 4.2.4. Managing the security of IT systems and solutions / Cybersecurity policy 2.2. Environmental policy 2.3.1. Climate transition plan (climate mitigation policy) 2.3.2. Resilience analysis and climate change adaptation policy 2.4. Eco-design policy
2-27	Compliance with laws and regulations	Sustainability report	4.2.1. Governance of business conduct
2-28	Membership associations	Sustainability report	1.8. Assessment of the Group's non-financial performance
<b>GRI 2 – STAKEHOLDER ENGAGEMENT</b>			
2-29	Approach to stakeholder engagement	Sustainability report	1.5. Stakeholder engagement 3.2.2. Fundamentals, non-negotiable for Lectra / Organization of labor relations; Information on collective agreements
2-30	Collective bargaining	Sustainability report	
<b>GRI 200</b>			
<b>GRI 201 – ECONOMIC PERFORMANCE</b>			
201-1	Direct economic value generated and distributed	General presentation of the Group	Business model
201-2		Sustainability report	1.7. Double materiality assessment

## 02 – SUSTAINABILITY REPORT

GRI reference	Description	Report chapters	Sections and subsections
	Financial implications and other risks and opportunities due to climate change		
<b>GRI 202 – MARKET PRESENCE</b>			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Sustainability report	3.3. Human Resources policy monitoring indicators - ESRS S1
202-2	Proportion of senior management hired from the local community	Information not available (not material for Lectra's business: - nm)	
<b>GRI 203 – INDIRECT ECONOMIC IMPACT</b>			
203-1	Infrastructure investments and services supported	Sustainability report	1.8. Assessment of the Group's non-financial performance
203-2	Significant indirect economic impacts	Sustainability report	1.8. Assessment of the Group's non-financial performance
<b>GRI 204 – PROCUREMENT PRACTICES</b>			
204-1	Proportion of spending on local suppliers	Sustainability report	4.2.1. Governance of business conduct
<b>GRI 205 – ANTICORRUPTION</b>			
205-1	Operations assessed for risks related to corruption	Sustainability report	4.2.1. Governance of business conduct
205-2	Communication and training about anti-corruption policies and procedures	Sustainability report	4.2.1. Governance of business conduct
205-3	Confirmed incidents of corruption and actions taken	Sustainability report	4.2.1. Governance of business conduct
<b>GRI 206 – ANTI-COMPETITIVE BEHAVIOUR</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Sustainability report	4.2.1. Governance of business conduct
<b>GRI 207 – TAX</b>			
207-1	Approach to tax	Management Discussion and Analysis	3. Control environment and risk factors
207-2	Tax governance, control, and risk management	Management Discussion and Analysis	3. Control environment and risk factors
207-3	Stakeholder engagement and management of concerns related to tax	Management Discussion and Analysis	3. Control environment and risk factors
207-4	Country-by-country reporting	Information not available	-
<b>GRI 300</b>			
<b>GRI 301 – MATERIALS</b>			
301-1	Materials used by weight or volume	Sustainability report	2.4. Eco-design policy
301-2	Recycled input materials used	Sustainability report	2.4. Eco-design policy
301-3	Reclaimed products and their packaging materials	Sustainability report	2.4. Eco-design policy
<b>GRI 302 – ENERGY</b>			
302-1	Energy consumption within the organization	Sustainability report	2.3.3. Energy consumption
302-2	Energy consumption outside of the organization	Sustainability report	2.3.3. Energy consumption
302-3	Energy intensity	Sustainability report	2.3.3. Energy consumption
302-4	Reduction of energy consumption	Sustainability report	2.3.3. Energy consumption
302-5	Reductions in energy requirements of products and services	Sustainability report	2.3.3. Energy consumption
<b>GRI 303 – WATER AND EFFLUENTS</b>			
303-1	Interactions with water as a shared resource	Information not available (nm)	-
303-2	Management of water discharge-related impacts	Information not available (nm)	-
303-3	Water withdrawal	Information not available (nm)	-
303-4	Water discharge	Information not available (nm)	-
303-5	Water consumption	Information not available (nm)	-
<b>GRI 304 – BIODIVERSITY</b>			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information not available (nm)	-
304-2	Significant impacts of activities, products and services on biodiversity	Information not available (nm)	-
304-3	Habitats protected or restored	Information not available (nm)	-
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information not available (nm)	-
<b>GRI 305 – EMISSIONS</b>			
305-1	Direct (Scope 1) GHG emissions	Sustainability report	2.3.4. Focus: carbon assessment
305-2	Direct (Scope 2) GHG emissions	Sustainability report	2.3.4. Focus: carbon assessment

## 02 – SUSTAINABILITY REPORT

GRI reference	Description	Report chapters	Sections and subsections
305-3	Other indirect (Scope 3) GHG emissions	Sustainability report	2.3.4. Focus: carbon assessment
305-4	GHG emissions intensity	Sustainability report	2.3.4. Focus: carbon assessment
305-5	GHG emission reduction	Sustainability report	2.3.4. Focus: carbon assessment
305-6	Emissions of ozone-depleting substances (ODS)	Information not available (nm)	-
305-7	Nitrogen oxide emissions	Information not available (nm)	-
<b>GRI 306 – WASTE</b>			
306-1	Waste generation and significant waste-related impacts	Sustainability report	2.4. Eco-design policy
306-2	Management of significant waste-related impacts	Sustainability report	2.4. Eco-design policy
306-3	Waste generated	Sustainability report	2.4. Eco-design policy
306-4	Waste diverted from disposal	Sustainability report	2.4. Eco-design policy
306-5	Waste directed to disposal	Sustainability report	2.4. Eco-design policy
<b>GRI 308 – SUPPLIER ENVIRONMENTAL ASSESSMENT</b>			
308-1	New suppliers that were screened using environmental criteria	Sustainability report	4.2.1. Governance of business conduct
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainability report	4.2.1. Governance of business conduct
<b>GRI 400</b>			
<b>GRI 401 – RECRUITMENT</b>			
401-1	New employee hires and employee turnover	Sustainability report	3.2. Human resources policy – ESRS S1
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability report	3.2. Human resources policy – ESRS S1
401-3	Parental leave	Sustainability report	3.2. Human resources policy – ESRS S1
<b>GRI 403 – OCCUPATIONAL HEALTH AND SAFETY</b>			
403-1	Occupational health and safety management system	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work 3.3. Human Resources policy monitoring indicators – ESRS S1
403-2	Hazard identification, risk assessment, and incident investigation	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work 3.3. Human Resources policy monitoring indicators – ESRS S1
403-3	Occupational health services	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work
403-4	Worker participation, consultation, and communication on occupational health and safety	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work
403-5	Worker training on occupational health and safety	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work
403-6	Promotion of worker health	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work
403-8	Workers covered by an occupational health and safety management system	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work 3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work
403-9	Work-related injuries	Sustainability report	3.3. Human Resources policy monitoring indicators – ESRS S1
403-10	Occupational illnesses	Sustainability report	3.2.2. The fundamentals, non-negotiable for Lectra / Health and safety at work
<b>GRI 404 – TRAINING AND EDUCATION</b>			
404-1	Average hours of training per year per employee	Sustainability report	3.2. Human resources policy – ESRS S1 / Ambition 2: increase the employability of employees 3.3. Human Resources policy monitoring indicators – ESRS S1
404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability report	3.2. Human resources policy – ESRS S1 / Ambition 2: increase the employability of employees
404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability report	3.2. Human resources policy – ESRS S1 / Ambition 2: increase the employability of employees 3.3. Human Resources policy monitoring indicators – ESRS S1

## 02 – SUSTAINABILITY REPORT

GRI reference	Description	Report chapters	Sections and subsections
<b>GRI 405 – DIVERSITY AND EQUAL OPPORTUNITY</b>			
405-1	Diversity of governance bodies and employees	Sustainability report	1.6. Sustainability governance and management
405-2	Ratio of basic salary and remuneration of women to men	Sustainability report	3.3. Human Resources policy monitoring indicators - ESRS S1
<b>GRI 406 – NON-DISCRIMINATION</b>			
406-1	Incidents of discrimination and corrective actions taken	Information not available	-
<b>GRI 407 – FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability report	4.2.1. Governance of business conduct
<b>GRI 408 – CHILD LABOR</b>			
408-1	Operations and suppliers at significant risk for incidents of child labor	Sustainability report	4.2.1. Governance of business conduct
<b>GRI 409 – FORCED OR COMPULSORY LABOR</b>			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability report	4.2.1. Governance of business conduct
<b>GRI 410 – SECURITY PRACTICES</b>			
410-1	Security personnel trained in human rights policies or procedures	Sustainability report	3.2. Human resources policy – ESRS S1
<b>GRI 411 – RIGHTS OF INDIGENOUS PEOPLES</b>			
411-1	Incidents of violations involving rights of indigenous peoples	Information not available (nm)	-
<b>GRI 413 – LOCAL COMMUNITIES</b>			
413-1	Operations with local community engagement, impact assessments, and development programs	Information not available (nm)	-
413-2	Operations with significant actual and potential negative impacts on local communities	Information not available (nm)	-
<b>GRI 414 – SUPPLIER SOCIAL ASSESSMENT</b>			
414-1	New suppliers that were screened using social criteria	Sustainability report	4.2.1. Governance of business conduct
414-2	Negative social impacts in the supply chain and actions taken	Sustainability report	4.2.1. Governance of business conduct
<b>GRI 415 – PUBLIC POLICIES</b>			
415-1	Political contributions	Information not available (nm)	-
<b>GRI 416 – CUSTOMER HEALTH AND SAFETY</b>			
416-1	Assessment of the health and safety impacts of product and service categories	Sustainability report	3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability report	3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users
<b>GRI 417 – MARKETING AND LABELING</b>			
417-1	Requirements for product and service information and labeling	Information not available	
417-2	Incidents of non-compliance concerning product and service information and labeling	Information not available	
417-3	Incidents of non-compliance concerning the health and safety impacts of products and services	Information not available	
<b>GRI 418 – CUSTOMER PRIVACY</b>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability report	4.2.4. Managing the security of IT systems and solutions

5.5 Appendix 5: list of datapoints in cross-cutting and topical standards that derive from other EU legislation

Disclosure requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sections of the report
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13, Table 1, Annex I		Commission Delegated Regulation (EU) 2020/1816, Annex II (27)		1.6. Sustainability governance and management
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Commission Delegated Regulation (EU) 2020/1816, Annex II		1.6. Sustainability governance and management
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10, Table 3, Annex I				1.7. Double materiality assessment 5.1. Appendix 1
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4, Table 1, Annex I	Regulation (EU) 575/2013, Article 449(a)  Commission Implementing Regulation (EU) 2022/2453 (28) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Commission Delegated Regulation (EU) 2020/1816, Annex II		Not relevant
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table 2, Annex I		Commission Delegated Regulation (EU) 2020/1816, Annex II		Not relevant
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table 1, Annex I		Delegated Regulation (EU) 2020/1818, Article 12(1) (29) Delegated Regulation (EU) 2020/1816, Annex II		Not relevant
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not relevant
ESRS EI-1 Transition plan to reach climate neutrality by 2050 paragraph 14		Article 449a		Regulation (EU) 2021/1119, Article 2(1)	2.3.1. Climate transition plan (climate mitigation policy)
ESRS EI-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a  Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking portfolio – Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		2.3.1. Climate transition plan (climate mitigation policy)
ESRS EI-4 GHG emission reduction targets paragraph 34	Indicator number 4, Table 2, Annex I	Article 449a  Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking portfolio – Climate change transition risk:	Delegated Regulation (EU) 2020/1818, Article 6		2.3.1. Climate transition plan (climate mitigation policy)

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Disclosure requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sections of the report
		alignment metrics			
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5, Table 1, and Indicator number 5, Table 2, Annex I				Non-material
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5, Table 1, Annex I				2.3.3. Energy consumption
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6, Table 1, Annex I				2.3.3. Energy consumption / Energy intensity
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2, Table 1, Annex I	Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking portfolio – Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		2.3.4. Focus: GHG assessment
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicator number 3, Table 1, Annex I	Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		2.3.4. Focus: GHG assessment / Carbon intensity
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	Not relevant
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Not published – phase-in for E1-9
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66(a)		Article 449a of Regulation (EU) No 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraphs 46 and 47, Template 5: Banking portfolio – Climate change physical risk: exposures subject to physical risk			Not published – phase-in for E1-9
ESRS E1-9 Location of significant assets exposed to significant physical risk Paragraph 66(c)					
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)		Article 449a Regulation (EU) No. 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book – Climate change transition risk: Loans collateralized by immovable property – Energy efficiency of the collateral			Not published – phase-in for E1-9

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Disclosure requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sections of the report
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Commission Delegated Regulation (EU) 2020/1818, Annex II		Not published – phase-in for E1-9
ESRS E2-4 Amount of each pollutant listed in Annex II of the EPRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8, Table 1, Annex I ; Indicator number 2, Table 2, Annex I, Indicator number 1, Table 2, Annex I ; Indicator number 3, Table 2, Annex I				Non-material
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7, Table 2, Annex I				Non-material
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8, Table 2, Annex I				Non-material
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12, Table 2, Annex I				Non-material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2, Table 2, Annex I				Non-material
ESRS E3-4 Total water consumption in m3 per net revenues on own operations paragraph 29	Indicator number 6.1, Table 2, Annex I				Non-material
ESRS 2- IRO 1 - E4 paragraph 16 (a) i	Indicator number 7, Table 1, Annex I				Non-material
ESRS 2- IRO 1 - E4 paragraph 16 (b)	Indicator number 10, Table 2, Annex I				Non-material
ESRS 2- IRO 1 - E4 paragraph 16 (c)	Indicator number 14, Table 2, Annex I				Non-material
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11, Table 2, Annex I				Non-material
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12, Table 2, Annex I				Non-material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15, Table 2, Annex I				Non-material
ESRS E5-5 Non recycled waste paragraph 37 (d)	Indicator number 13, Table 2, Annex I				2.4. Eco-design policy / Eco-design actions / Key metrics and targets  Hazardous waste:
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9, Table 1, Annex I				2.4 Eco-design policy / Eco-design actions / Key indicators and targets  Radioactive waste:  Not relevant
ESRS 2- SBM3 - S1	Indicator number 13, Table 3, Annex I				3.2. Human resources policy – ESRS S1

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Disclosure requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sections of the report
Risk of incidents of forced labor paragraph 14 (f)					4.2.1. Governance of business conduct / Code of Ethics
ESRS 2- SBM3 - S1					3.2. Human resources policy – ESRS S1
Risk of incidents of child labor paragraph 14 (g)	Indicator number 12, Table 3, Annex I				4.2.1. Governance of business conduct / Code of Ethics
ESRS S1-1	Indicator number 9, Table 3 and Indicator number 11, Table 1, Annex I				3.2. Human resources policy – ESRS S1
Human rights policy commitments paragraph 20					4.2.1. Governance of business conduct / Code of Ethics
ESRS S1-1					3.2. Human resources policy – ESRS S1
Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, paragraph 21			Commission Delegated Regulation (EU) 2020/1816, Annex II		4.2.1. Governance of business conduct / Code of Ethics
ESRS S1-1					3.2. Human resources policy – ESRS S1
Processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11, Table 3, Annex I				Non-material
ESRS S1-1					3.2. Human resources policy – ESRS S1 / 3.2.2. Non-negotiable fundamentals for Lectra / Health and safety at work
Workplace accident prevention policy or management system paragraph 23	Indicator number 1, Table 3, Annex I				3.2. Human resources policy – ESRS S1 / 3.2.2. Non-negotiable fundamentals for Lectra / Organization of labor relations
ESRS S1-3	Indicator number 5, Table 3, Annex I				4.2.1. Governance of business conduct / Code of Ethics
Grievance/complaints handling mechanisms paragraph 32 (c)					3.2. Human resources policy – ESRS S1 / 3.2.2. Non-negotiable fundamentals for Lectra / Health and safety at work
ESRS S1-14					3.3. Human Resources policy monitoring indicators – ESRS S1
Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2, Table 3, Annex I		Commission Delegated Regulation (EU) 2020/1816, Annex II		3.2. Human resources policy – ESRS S1 / 3.2.2. Non-negotiable fundamentals for Lectra / Health and safety at work
ESRS S1-14					3.3. Human Resources policy monitoring indicators – ESRS S1
Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3, Table 3, Annex I				3.2. Human resources policy – ESRS S1 / 3.2.2. Non-negotiable fundamentals for Lectra / Health and safety at work
ESRS S1-16					3.3. Human Resources policy monitoring indicators – ESRS S1
Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12, Table 1, Annex I		Delegated Regulation (EU) 2020/1816, Annex II		3.3. Human Resources policy monitoring indicators – ESRS S1
ESRS S1-16	Indicator number 8, Table 3, Annex I				3.3. Human Resources policy monitoring indicators – ESRS S1

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Disclosure requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sections of the report
Excessive CEO pay ratio paragraph 97 (b)					
ESRS S1-17					
Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table 3, Annex I				Non-material
ESRS S1-17					
Nonrespect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 104(a)	Indicator number 10, Table 1 and Indicator number 14, Table 3, Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Article 12 (1)		Non-material
ESRS 2- SBM3 – S2					
Significant risk of child labor or forced labor in the value chain paragraph 11 (b)	Indicators number 12 and number 13, Table 3, Annex I				Non-material
ESRS S2-1					
Human rights policy commitments paragraph 17	Indicator number 9, Table 3 and Indicator number 11, Table 1, Annex I				Non-material
ESRS S2-1					
Policies related to value chain workers paragraph 18	Indicators number 11 and number 4, Table 3, Annex I				Non-material
ESRS S2-1					
Nonrespect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table 1, Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Article 12 (1)		Non-material
ESRS S2-1					
Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		Non-material
ESRS S2-4					
Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14, Table 3, Annex I				Non-material
ESRS S3-1					
Human rights policy commitments paragraph 16	Indicator number 9, Table 3 and Indicator number 11, Table 1, Annex I				Non-material
ESRS S3-1					
Non-respect of UNGPs on Business and Human Rights, ILO principles and/or OECD guidelines paragraph 17	Indicator number 10 Table 1, Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Article 12 (1)		Non-material
ESRS S3-4					
Human rights issues and incidents paragraph 36	Indicator number 14, Table 3, Annex I				Non-material
ESRS S4-1					
Policies related to consumers and end-users paragraph 16	Indicator number 9 Table 3 and Indicator number 11, Table 1 of Annex I				3.4.1. Lectra solutions serving the social responsibility of users and customers / Safe and easy-to-use equipment improving working conditions for users
ESRS S4-1					
	Indicator number 10 Table 1, Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation		3.4. Consumers and end-users – ESRS S4

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Disclosure requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sections of the report
Nonrespect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 17			(EU) 2020/1818, Article 12 (1)		4.2.1. Governance of business conduct / Code of Ethics
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14, Table 3, Annex I				3.4. Consumers and end-users - ESRS S4 4.2.1. Governance of business conduct / Code of Ethics
ESRS G1-1 United Nations Convention against Corruption paragraph 10(b)	Indicator number 15 Table 3, Annex I				Non-material
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6, Table 3, Annex I				Non-material
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17, Table 3, Annex I		Delegated Regulation (EU) 2020/1816, Annex II		4.2.1. Business conduct governance / Whistleblowing system
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16, Table 3, Annex I				Non-material

5.6 Appendix 6 : description of greenhouse gas emissions assessment categories

GHG Protocol categories	Within the Group	Data sources
1.1 Generation of electricity, heat or steam	Emissions from gas consumption for heating buildings	Physical data collected on industrial and tertiary sites Calculation: Sweep platform
1.2 Transportation of materials, products, waste, and employees	Emissions related to the use of fuel for journeys made by the vehicle fleet	Data estimated from km driven and vehicle types Calculation: Sweep platform
1.3 Physical or chemical processing	Not applicable	Not applicable
1.4 Fugitive emissions	Emissions from refrigerant leaks from building air-conditioning systems	Physical data collected on industrial sites Calculation: Sweep platform
2.1 Electricity-related indirect emissions	Emissions linked to the production of electricity consumed by buildings	Physical data collected on industrial and tertiary sites Compute: Sweep platform
3.1 Purchased goods and services	Emissions from all goods (and services) purchased by Lectra. The main purchase is steel for equipment production	Monetary and physical data Calculation: Greenly platform
3.2 Capital goods	Emissions linked to fixed assets (IT equipment, furniture, etc.)	Financial data Calculation: Greenly platform
3.3 Fuel and energy-related activities not included in scope 1 or scope 2	Emissions corresponding to the upstream energy consumed by buildings and vehicles	Physical data collected on industrial and tertiary sites Calculation: Greenly platform
3.4 Upstream transportation and distribution	Emissions from freight transport	Physical data (from a MSD) and monetary data Calculation: Greenly platform
3.5 Waste generated in operations	Emissions generated by the treatment of waste	Physical data collected on industrial sites (volume and treatment) Estimated data on tertiary sites Calculation: Greenly platform
3.6 Business travel	Emissions from business travel (car, train, plane and hotels)	Data calculated and transmitted by Egencia, the Group's travel agency Calculation: Greenly platform
3.7 Employee commuting	Emissions corresponding to the travel of all employees between home and workplace	Data extrapolated from a questionnaire completed by employees Calculation: Greenly platform
3.8 Upstream leased assets	Emissions from leased assets (vehicles and storage space)	Monetary and physical data Calculation: Greenly platform
3.9 Downstream transportation and distribution	Not applicable	Not applicable
3.10 Processing of sold products	Not applicable	Not applicable
3.11 Use of sold products	Emissions resulting from the electricity consumption of equipment sold throughout its use by the customer	Physical data based on the electricity consumption of each equipment range
3.12 End-of-life treatment of sold products	Emissions linked to the treatment of equipment sold at end-of-life	Data estimated on the basis of life-cycle analyses carried out on each range of equipment sold
3.13 Downstream leased assets	Not applicable	Not applicable
3.14 Franchises	Not applicable	Not applicable
3.15 Investments	Not applicable	Not applicable

### 5.7 Appendix 7: TCFD framework for the identification of climate risks and opportunities

#### Transition risks

##### → Political and legal

- Increase in the price of greenhouse gas emissions
- Strengthening of disclosure obligations
- Mandates and regulations for existing products and services
- Exposure to litigation
- Reputational

##### → Reputational

- Shifts in consumer preferences
- Stigmatization of sector
- Increased stakeholder concerns or negative comments from them

##### → Market

- Change in customer behavior
- Uncertainty in market signals
- Increased cost of raw materials

##### → Technological

- Substitution of existing products and services with lower emissions options
- Unsuccessful investment in new technologies
- Costs of transition to lower emissions technology

#### Climate-related opportunities

##### → Resource efficiency

- Use of more efficient modes of transport, production and distribution processes, or recycling
- Shift to more efficient buildings
- Reduction in water use and consumption

##### → Energy source

- Use of low-emission energy sources, political incentives or new technologies
- Participation in the carbon market
- Transition to decentralized energy production

##### → Markets

- Access to new markets
- Use of public sector incentives
- Access to new assets and locations requiring insurance coverage

##### → Resilience

- Participation in renewable energy programs and adoption of energy efficiency measures
- Substitutes/diversification of resources

##### → Products and services

- Development of low-emission goods and services, climate change adaptation and insurance risk management solutions, new products and services through research & development and innovation
- Ability to diversify business activities/changing consumer preferences

## 6. Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852

(For the year ended December 31, 2025)

*This is a translation into English of the Statutory Auditors' report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English-speaking users.*

*This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".*

To the Shareholders,

LECTRA S.A.  
16-18, rue Chalgrin  
75016 Paris

This report is issued in our capacity as Statutory Auditors of LECTRA (hereinafter the "entity"). It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the financial year ended December 31, 2025 and included the Group Management Discussion in Sections 2 to 6 of Chapter 2 "Sustainability Report" of the annual financial report (hereinafter the "Sustainability Report").

Our work, which is based on this information, was carried out in a context characterized by uncertainties regarding the interpretation of the legal texts and the development of practices in place.

Pursuant to Article L. L.233-28-4 of the French Commercial Code (Code de commerce), LECTRA is required to include the abovementioned information in a separate section of the Group Management Discussion.

This information provides an understanding of the impact of the Group's activity on sustainability matters, as well as the way in which these matters influence the development of its business, performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to II of Article L. 821-54 of the aforementioned Code, our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements set out in the sustainability reporting standards adopted by the European Commission pursuant to Article 29ter of Directive (EU) 2013/34 of the European Parliament and of the Council of June 26, 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of December 14, 2022 (hereinafter ESRS for European Sustainability Reporting Standards), of the process implemented by LECTRA to determine the Information reported, and, where applicable to the entity, compliance with the requirement to consult with the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labor Code (code du travail);
- compliance of the sustainability information included in the Sustainability Report with the provisions of Article L.L.233-28-4 of the French Commercial Code (code de commerce), including with the ESRS; and
- compliance with the requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including those on independence, and quality control, prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on limited assurance engagements on the certification of sustainability information and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

In the three separate parts of the report that follow, we present, for each of the parts covered by our engagement, the nature of the procedures we carried out, the conclusions we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures we carried out with regards to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken in isolation and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three parts of our engagement.

Finally, where it was deemed necessary to draw your attention to one or more items of sustainability information provided by LECTRA in the Group Management Discussion, we have included an emphasis of matter paragraph hereafter.

### The limits of our engagement

As the purpose of our engagement is to provide limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide a guarantee regarding the viability or the quality of the management of LECTRA, in particular it does not provide an assessment of the relevance of the choices made by LECTRA in terms of action plans, targets, policies, scenario analyses and transition plans, that extends beyond compliance with the ESRS reporting requirements.

Nor does our engagement cover the comparative data regarding 2023 and 2022.

Furthermore, in relation to forward-looking information, as forecasts are by definition uncertain, actual results may differ from the forecasts presented in the Group Management Discussion.

Our engagement does, however, allow us to express conclusions regarding the process for determining the sustainability information to be reported, the sustainability information itself, and the

## 02 – SUSTAINABILITY REPORT

information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

The sustainability information and the information provided for by Article 8 of Regulation (EU) 2020/852 may be subject to inherent uncertainty because of incomplete scientific and economic knowledge and due to the quality of the external data used. Certain information is sensitive to methodological choices, assumptions and/or estimates used to prepare the information presented in the Group Management Discussion.

### **Compliance with the ESRS of the process implemented by LECTRA to determine the information reported, and compliance with the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L.2312-17 of the French Labor Code.**

#### → Nature of the procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by LECTRA including the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labor Code has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities that are disclosed in the Sustainability Report; and
- the information provided on this process also complies with the ESRS.

#### → Conclusions of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by LECTRA with the ESRS.

#### → Elements that received particular attention

The elements to which we paid particular attention concerning the compliance with the ESRS of the process implemented by LECTRA to determine the information reported are presented below.

Information about how the entity updated its double materiality assessment is provided in paragraph 1.7 “Double materiality assessment” of the Sustainability Report.

We spoke to the persons we deemed appropriate and inspected the documentation available to understand:

- the stakeholders that were consulted in 2025 and the analysis carried out by the entity as a result thereof that led to changes to the double materiality assessment and actual impacts, risks and opportunities identified by the entity;
- the changes made, compared to the previous financial year, to the list of actual and potential impacts (positive and negative), risks and opportunities (“IRO”) identified by the entity.

Based on our professional judgment, our duties have consisted in particular of:

- critically assessing the analyses carried out by the entity on the documentation and the investigative procedures applied by the entity to update its double materiality assessment;
- assess the relevance of the changes made by the entity to the assessment of the actual and potential impacts, risks and opportunities identified with regard to:

- our knowledge of the entity;
- the results of the consultation of the stakeholders carried out by the entity;
- the risk assessments carried out by the entity;
- the available benchmark that we deemed relevant;
- assess, for changes affecting the real and potential impacts, risks and opportunities, the compliance of the impact materiality and financial materiality assessment process implemented by the entity (including the thresholds) with the criteria defined by ESRS 1;
- assess the appropriateness of the description given in this regard in paragraph 1.7 “Double materiality assessment” of the Sustainability Report.

### **Compliance of the information included in the Sustainability Report with the requirements of article L.L.233-28-4 of the French Commercial Code, including with the ESRS.**

#### → Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided provide an understanding of the general basis for the preparation and governance of the sustainability information included in the Sustainability Report, including the general basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by LECTRA for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, this information does not contain any material errors, omissions or inconsistencies, i.e., that are likely to influence the judgment or decisions of the users of this information.

#### → Conclusions of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Group’s Sustainability Report with the requirements of Article L. L.233-28-4 of the French Commercial Code, including the ESRS.

#### → Emphasis of matter

Without qualifying our conclusion, we draw your attention to the information included in the “Methodology” paragraph of Section 2.3.4 “Focus: carbon assessment (EI-6)” of the Sustainability Report, which specifies the calculation methods and the presentation of the carbon report.

#### → Elements that received particular attention

The elements to which we paid particular attention concerning the compliance of the sustainability information included in the Sustainability Report with the provisions of Article L. L.233-28-4 of the French Commercial Code, including the ESRS, are presented below.

### **Information provided in application of environmental standards (ESRS E1 to E5)**

The information published with regard to the transition plan and the greenhouse gas emissions statement presented respectively in paragraphs 2.3.1 “Climate transition plan (climate change mitigation policy)” and 2.3.4 “Spotlight on the Carbon Report (EI-6)” of the Sustainability Report.

## 02 – SUSTAINABILITY REPORT

Our audit procedures mainly consisted in:

- assessing, based on interviews conducted with the relevant people, if the description of the policies, actions and targets put in place by the entity cover the following areas: climate change mitigation, adaptation to climate change and energy efficiency;
- assessing the appropriateness of the information presented in paragraphs 2.3.1 “Climate transition plan (climate change mitigation policy)” and 2.3.4 “Spotlight on the Carbon Report (E1-6)” of the Sustainability Report and its overall consistency with our knowledge of the entity.

With regard to the information reported on the greenhouse gas emissions statement:

- we assessed the consistency of the scope used to assess greenhouse gas emissions with the scope of the consolidated financial statements and the upstream and downstream value chain;
- we reviewed the greenhouse gas emissions inventory protocol used by the entity to draw up its greenhouse gas emissions statement, and we assessed how it was applied to Scopes 1 and 2.
- with regard to Scope 3 emissions:
  - we assessed the justification for the inclusions and exclusions of the various categories and the transparency of the information provided in this respect;
  - with regard to the estimations relating to category 11 of Scope 3 used by the entity, by interviewing the people involved, we have gained an understanding of the method used to calculate the estimated data and the sources of information on which these estimations are based, and we have assessed if the method has been applied consistently;
- we assessed the appropriateness of the emission factors used and the calculation of the relevant conversions, as well as the calculation and extrapolation assumptions;
- for physical data, such as energy consumption of the entity and the energy consumption of the equipment sold, we reconciled the underlying data used to draw up the greenhouse gas emissions statement, together with the supporting documents, using sampling techniques;
- we performed analytical procedures;
- we checked the mathematical accuracy of the calculations used to establish this information.

With regard to the verifications with regard to the transition plan for climate change mitigation, our work consisted primarily in:

- assessing if the information published with regard to the transition plan meet the requirements of ESRS E1, describe the key assumptions underlying this plan in an appropriate manner, it being specified that we are not required to issue an opinion on the appropriateness or the level of ambition of the targets of this transition plan;
- assessing the physical risk assessment carried out by the entity;
- assessing if this transition plan reflects the commitments made by the entity as declared in the entity’s environmental policy;

- assessing the consistency of the main information provided with regard to the transition plan, in particular regarding decarbonization levers.

### **Information provided in application of social standards (ESRS S1 to S4)**

The information related to own workforce (ESRS S1) included in paragraphs 3.2 “Human Resources Policy - ESRS S1” and 3.3 “The monitoring indicators for the Human Resources Policy - ESRS S1” of the Sustainability Report.

Our work on this information consisted primarily of:

- based on the interviews with the people we deemed appropriate:
  - obtaining an understanding of the collection and compiling procedure for processing the qualitative and quantitative information intended for the disclosure of material information in the Sustainability Report;
  - implementing procedures to verify the proper consolidation of the data for the characteristics of employees, diversity, training, health and safety, and remuneration metrics;
  - assessing if the description of the policies, actions and targets put in place by the entity cover the following areas; diversity, training and health and safety in the workplace;
- assessing the appropriateness of the information presented in paragraphs 3.2 “Human Resources Policy - ESRS S1” and 3.3 “The monitoring indicators for the Human Resources Policy - ESRS S1” of the Sustainability Report and its overall consistency with our knowledge of the entity.

### **Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852**

#### **→ Nature of the procedures carried out**

Our procedures consisted in verifying the process implemented by LECTRA to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- compliance with the rules governing the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e., information likely to influence the judgment or decisions of users of this information.

#### **→ Conclusions on the procedures carried out**

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies in relation to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

#### **→ Elements that received particular attention**

We established that there were no such elements to address in our report.

Neuilly-sur-Seine, February 26, 2026

The Statutory Auditors  
PricewaterhouseCoopers Audit

Flora Camp  
Partner

Aurélié Castellino  
Partner

# Corporate Governance Report

Dear Shareholders,

This Corporate Governance Report (the “**Report**”), prepared in accordance with Articles L. 225-37 et seq. of the French Commercial Code and appended to the Management Discussion and Analysis, reports mainly on:

- compliance by the company Lectra (the “**Company**”) with the corporate governance code to which it refers;
- restrictions placed on the powers of the Chairman and Chief Executive Officer;
- the composition of the Board of Directors and the diversity policy applied to Directors and in the managing bodies;
- the manner in which the Board of Directors’ proceedings are prepared and organized;
- the compensation policy applicable to the Chairman and Chief Executive Officer and to the Company’s Directors, as well as the compensation paid or granted in respect of fiscal year ended December 31, 2025;

- related-parties agreements and commitments, as well as the monitoring of current operations concluded under normal conditions;
- financial authorizations and delegations conferred upon the Board of Directors by the Shareholders’ Meeting;
- the conditions for shareholder participation in Shareholders’ Meetings; and
- items that may have an impact in the event of a public tender offer.

This Report was prepared under the supervision of the Chairman and Chief Executive Officer and the General Secretary, with the contribution of the Legal, Finance, and Human Resources Departments. After examination by the Audit Committee, the Compensation Committee, the Sustainability Committee and the Nominations Committee of the chapters falling under their respective areas of responsibility, this Report was approved by the Board of Directors at their meeting of February 26, 2026 and given to the Company’s Statutory Auditors.

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## Application of the AFEP-MEDEF Code

The Company aims to apply best practices in corporate governance.

In this respect, it refers to the Corporate Governance Code of listed companies written by the *Association Française des Entreprises Privées* (AFEP) and the *Mouvement des Entreprises de France* (MEDEF) (hereinafter referred to as the “**AFEP-MEDEF Code**”) in December 2008 and revised in December 2022. The AFEP-MEDEF Code can be consulted on the websites [www.afep.com](http://www.afep.com) and [www.medef.com](http://www.medef.com). The Company is committed to implementing the recommendations of the AFEP-MEDEF Code or, should any of them be deemed inappropriate with respect to its organization and its specific circumstances, to explain the reasons for not complying with

them, in keeping with the “comply or explain” rule set out in Article L. 22-10-10 of the French Commercial Code and in Article 28.1 of the AFEP-MEDEF Code.

The Internal Rules and Procedures of Lectra’s Board of Directors (the “**Internal Rules and Procedures**”), which sets out the composition, the functioning and the missions of the Board of Directors and its specialized committees, and the ethics rules applicable to all Directors, reflect the recommendations of the AFEP-MEDEF Code. The current version of the Internal Rules and Procedures is available on the Company website (<https://www.lectra.com/en/investors/corporate-governance/bylaws-and-rules>).

As of the date of this report, Lectra believes that it complies with all the recommendations of the AFEP-MEDEF Code.

# 1. Directors and managing bodies

## 1.1 Governance: combination of the roles of Chairman and Chief Executive Officer

The Board of Directors, at its meeting on July 27, 2017, decided to combine the roles of Chairman and of Chief Executive Officer, which have been fulfilled since that date by Daniel Harari. This form of governance appears to be the most appropriate in light of the organization and size of the Company, the experience of Daniel Harari, and his role in the implementation of the strategic roadmap.

In accordance with the recommendations of Article 3.2 of the AFEP-MEDEF Code, the mission of monitoring and managing possible conflicts of interest in connection with the Chairman and Chief Executive Officer is conferred upon the Lead Director.<sup>(38)</sup>

The Chairman and Chief Executive Officer exercises his powers within the limits of the corporate purpose and subject to the powers explicitly attributed by law to the Shareholders’ Meeting and to the Board of Directors. The Board of Directors may place limits on the powers of the Chairman and Chief Executive Officer; however, such limitations are not enforceable against third parties. These limitations are set out in Article 3 of the Internal Rules and Procedures, available on the Company’s website (<https://www.lectra.com/en/investors/corporate-governance/bylaws-and-rules>), and are noted in section 1.4.1 of this Report.

The Chairman and Chief Executive Officer may be assisted by one or more deputy chief executive officers (*directeurs généraux délégués*), it being noted that no such positions exist on the date of this Report.

### Balance of powers

The Board of Directors considers that the governance measures implemented within the Company ensure a satisfactory balance of powers, in line with best practices, and provide the guarantees needed for the combined roles to operate, especially in light of the following:

- the presence of a majority of Independent Directors on the Board of Directors (see section 1.4.2 of this Report regarding the composition of the Board of Directors);
- the presence of a Lead Director, who is an Independent Director invested with specific missions and prerogatives (see section 1.4.5 of this Report regarding the role and missions of the Lead Director);
- the existence of six specialized committees of the Board of Directors, with separate missions and prerogatives in strategy, audit, sustainability, compensation, nominations and succession

planning (see section 1.4.4 of this Report regarding the role and composition of these committees);

- the chairmanship of the specialized committees is held by independent Directors, except for the Strategic Committee;
- a meeting of Non-executive Directors, in the absence of the Chairman and Chief Executive Officer, at least once a year (see section 1.4.3 of this Report regarding the functioning of the Board of Directors); and
- the limits imposed by the Internal Rules and Procedures on the powers of the Chairman and Chief Executive Officer, providing for prior approval by the Board of Directors of certain major strategic decisions or decisions that could have a significant impact on the Company (see section 1.4.1 of this Report on decisions requiring prior approval).

The Board of Directors has recognized the effectiveness of combining the functions of Chairman and Chief Executive Officer and indicated its satisfaction with the balance of powers between the Chairman and Chief Executive Officer and the Directors.

This organization of Executive Management recently proved its effectiveness in the difficult international situation of the last years (major health crisis, deteriorating macroeconomic and geopolitical environment), where the involvement and responsiveness of the Directors and the Executive Management came to the fore.

## 1.2 Missions of the Chairman and Chief Executive Officer

The Chairman and Chief Executive Officer, elected by the Board of Directors, has the following duties and responsibilities:

- he organizes and leads the work of the Board of Directors and reports on this to the Shareholders’ Meeting, and, more generally, oversees the proper functioning of the Company’s Board of Directors and its Specialized Committees;
- he is the guardian of the Company’s governance and ensures compliance by the Board of Directors and its members with ethics rules;
- he ensures that conflicts of interest of the Directors are prevented and that any situation that might give rise to such a conflict is managed;
- he ensures the fairness and transparency of the Company’s financial and institutional publications;
- he chairs and runs the Strategic Committee;

(38) The missions and powers of the Lead Director are further described in section 1.4.5 of this Report.

## 03 – CORPORATE GOVERNANCE REPORT

- he represents the Board of Directors and, unless otherwise decided by the latter, has sole authority to act and speak in its name; and
- he oversees the general management of the Company. In this capacity, he is invested with full powers to act in the Company's name in all circumstances and represent it in its dealings with third parties. He assumes all operational and executive responsibilities, with all teams in the Lectra group (the "Group") reporting to him; and
- he oversees the proper functioning of the Company's managing bodies and especially the Executive Committee.

The Chairman and Chief Executive Officer ensures abidance by and promotion under all circumstances of the Group's core values and ethics standards in the conduct of its business.

### 1.3 Executive Committee

The Chairman and Chief Executive Officer relies on the Executive Committee and defines its composition; its members comprise the Group's principal operational and functional senior executives. The Executive Committee's mission is to provide leadership in the conduct of Lectra's operations. Each member is further invested with specific missions pertaining to execution of the strategic roadmap.

At the date of this Report, the Executive Committee has thirteen members, four women and nine men:

- Daniel Harari, Chairman and Chief Executive Officer, Chairman of the Executive Committee;
- Maximilien Abadie, Deputy Chief Executive Officer;
- Anne Borfiga, General Secretary;
- John Brearley, President, Americas;
- Antonella Capelli, President, Europe, Middle East & Africa;
- Thierry Caye, Chief Technology Officer;
- Olivier du Chesnay, Chief Financial Officer;
- Javier Garcia, Chief Customer Officer;
- Amit Gautam, Founder & Chief Executive Officer of TextileGenesis (a Lectra group company);
- Laurence Jacquot, Chief Customer Success Officer;
- Michael Jaïs, Chief Executive Officer & Co-founder, Launchmetrics (a Lectra group company);
- Maria Modrono, Chief Marketing and Communications Officer;
- Frédéric Morel, President, Asia Pacific.

The biographies of the Executive Committee members are available in the "Corporate Governance" and "Executive Committee" sections of the Company's website (<https://www.lectra.com/en/investors/corporate-governance/executive-committee>).

### Policy on gender balance in managing bodies

In compliance with Recommendation 8 of the AFEP-MEDEF Code, on a proposal by the Executive Management and a recommendation by the Compensation Committee, the Board of Directors, at its meeting on February 24, 2021, established the diversity policy applicable to the Group's managing bodies (members of the Executive Committee, Senior Vice Presidents, and Vice Presidents). The objective was to gradually align the representation of women within its management teams with that of the Group as a whole. This policy covers the entire Group scope, including acquisitions.

At the end of 2025, this alignment objective had not been fully achieved. 39% of the members of the Group's managing bodies are women, a level still lower than the Group's overall gender diversity rate of 43%. This difference is due in particular to the structure of the managing bodies, changes in scope and the nature of certain appointments over the years.

However, the momentum for progress is real and significant.

Between 2022 and 2025, the Group took another major step forward in its approach to diversity and inclusion. In three years, the representation of women within the Group has increased notably, increasing by approximately 19%.

This dynamic is even more marked within the managing bodies. The proportion of women in senior positions increased by 62% compared to 2022, a particularly significant change. It reflects the Group's strong and ongoing desire to promote a more balanced and representative environment resolutely focused on equal opportunities.

This change reflects the impact of the actions taken in terms of recruitment, career management, visibility of female career paths and talent development.

In view of these results, Lectra reaffirms its commitment to gender diversity at the highest level. A new 2026-2028 action plan has been launched, in line with the Group's strategic roadmap. The objective of gender diversity is maintained: the Group still aims to achieve a proportion of women in managing bodies similar to that of its overall workforce, with a new time horizon for achieving this alignment set at end-2028. The 2026-2028 plan will extend and deepen the initiatives undertaken, acting on four complementary levers – communication and training, recruitment, career management and support for parenting – in order to continue the progress towards the targeted balance. In doing so, Lectra confirms its ambition for diversity and its desire to achieve steady long-term improvement, a guarantee of ever more diverse, efficient and inclusive governance.

### 1.4 Board of Directors

#### 1.4.1. Roles and powers of the Board of Directors

The Board performs the duties assigned to it by law and the Company's by-laws. Subject to powers expressly invested in the Shareholders' Meeting and within the limits of the corporate purpose, the Board of Directors may consider all matters relating to the proper functioning of the Group and decide on all relevant affairs. It acts in the best interests of the Company, with a focus on long-term value creation, in all circumstances. The Board of Directors is responsible for setting out the strategic orientations of the Group and ensures their execution, while integrating in particular social, societal and environmental issues.

The members of the Board of Directors are informed of any important event concerning the operation of the Company, and more generally of market developments, the competitive environment and the most important issues the Group may face, including sustainability issues.

The Board of Directors conducts an analysis of the major financial operations and economic matters or questions relating to human capital and decides on important operations, after their review by the Strategic Committee or/and the Audit Committee. The Board of Directors performs controls and verifications as it deems appropriate.

Under the Internal Rules and Procedures, the following items require prior approval by the Board of Directors:

- any transaction exceeding €10 million not related to the Group's stated strategy or liable to have a significant impact on its financial results, balance sheet structure, or risk profile;
- all creations of subsidiaries, all acquisitions of companies or activities, together with all disposals of a subsidiary, activity or item of Group intellectual property; and
- all financial or stock market transactions having an immediate or future impact on the share capital, together with all borrowings exceeding €10 million.

The Board of Directors:

- determines the desired composition of the Board of Directors and the diversity policy;
- proposes to elect and re-elect Independent Directors as recommended by the Nominations Committee;
- chooses the form of organization (separation of the positions of Chairman and Chief Executive Officer, or combination of these offices);
- appoints the company officers<sup>(39)</sup> (*dirigeants mandataires sociaux*) entrusted with the management of the Company;
- establishes, upon the recommendation of the Nominations Committee or an ad hoc committee, a succession plan for company officers;
- decides on the principles and criteria for compensation for Directors and company officers (*ex-ante*), and sets their remuneration for the previous year (*ex-post*) on the recommendation of the Compensation Committee.

After review by the Audit Committee and Sustainability Committee, and in line with the strategy it has defined, the Board of Directors periodically reviews financial, legal, operational, labor-related and

environmental risks and opportunities, as well as the measures taken. All information required to perform this task is provided to the Board of Directors, and in particular by the Chairman and Chief Executive Officer.

The Board of Directors ensures that a system for the prevention and detection of corruption and influence peddling is in place and receives all necessary information in this respect.

The Board of Directors also verifies that the Chairman and Chief Executive Officer implements a policy of non-discrimination and diversity, defined after consulting the Compensation and Sustainability Committees, particularly with respect to the balanced representation of women and men in the managing bodies.

The Board of Directors ensures that shareholders and investors receive relevant, balanced and instructive information about the strategy, development model, taking into account of sustainability issues, and the Group's long-term outlook. It establishes the financial communication policy of the Company, in consultation with the Audit Committee.

(39) As defined in the preamble and Article 3.2 of the AFEP-MEDEF Code, the company officers consist of (i) the Chairman of the Board of Directors (Non-executive Officer) and the Chief Executive Officer in the case of a separation of the roles or (ii) the Chairman and Chief Executive Officer in the case of a combination of the roles.

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### 1.4.2. Membership of the Board of Directors

At the date of this Report, the Board of Directors has seven members:



#### Daniel Harari

- Chairman and Chief Executive Officer
- Chairman of the Strategic Committee



#### Nathalie Rossiensky

- Lead Independent Director
- Chairwoman of the Audit Committee
- Member of the Strategic Committee and Nominations Committee



#### Céline Abecassis-Moedas

- Independent Director
- Chairwoman of the Compensation Committee and Nominations Committee
- Member of the Strategic Committee, the Sustainability Committee and the ad hoc Committee in charge of succession of the Chief Executive Officer



#### Karine Calvet

- Independent Director
- Member of the Strategic Committee, Compensation Committee and Sustainability Committee



#### Pierre-Yves Roussel

- Independent Director
- Chairman of the ad hoc Committee in charge of the succession of the Chief Executive Officer
- Member of the Strategic Committee



#### Jérôme Viala

- Non-independent Director
- Member of the Strategic Committee, the Audit Committee, the Compensation Committee and the ad hoc Committee in charge of the succession of the Chief Executive Officer



#### Hélène Viot-Poirier

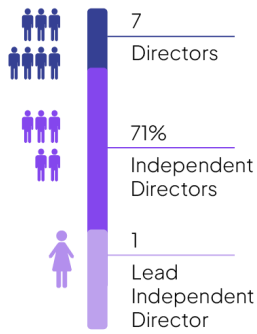
- Independent Director
- Chairwoman of the Sustainability Committee
- Member of the Strategic Committee, Audit Committee and Nominations Committee

The Board of Directors includes no director representing employee shareholders and no director representing the employees, as the Company does not exceed any of the thresholds prescribed by Articles L. 225-23 and L. 225-27-1 of the French Commercial Code.<sup>(40)</sup>

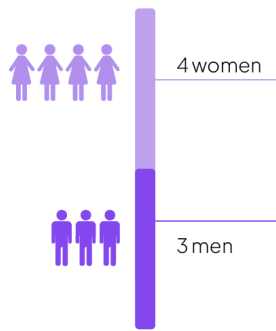
(40) Under Articles L. 225-23 and L. 225-27-1 of the French Commercial Code (*Code de commerce*) and Article 9 of the AFEP-MEDEF Code, in the event that (i) the share ownership by the employees of the Company and by employees of affiliated companies within the meaning of Article L. 225-180 of the French Commercial Code (*Code de commerce*) exceeds the threshold of 3% of the share capital of the Company, and/or (ii) the Company employs at least 1,000 permanent employees in France or at least 5,000 worldwide, counting direct and indirect subsidiaries, for at least two consecutive fiscal years, then the Board of Directors must include (i) one or more directors representing employee shareholders and elected from within their ranks, and/or (ii) directors representing the employees.

Board of Directors' composition: key figures

DIRECTORS



GENDER PARITY



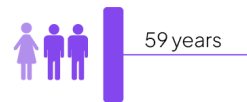
SPECIALIZED COMMITTEES



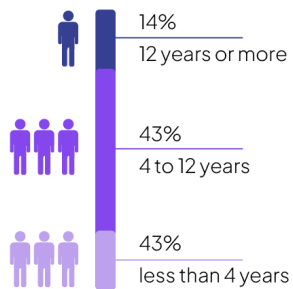
TERM OF OFFICE



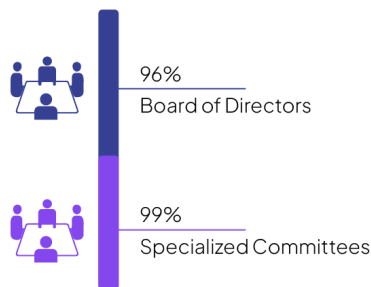
AVERAGE AGE



SENIORITY IN OFFICE



RATE OF ATTENDANCE IN 2025



### 03 - CORPORATE GOVERNANCE REPORT

#### Summary table of changes in Board of Directors' membership in fiscal year 2025

<b>Re-elected</b>	Céline Abecassis-Moedas (Independent Director)
<b>Elected</b>	NA
<b>End of term of office</b>	Ross McInnes (Lead Independent Director)

#### Board of Directors and Board of Directors' committees overview

	Personal Information				Experience	Position on the Board of Directors				Participation in the Board of Directors' Committees					
	Age	Gender	Nationality	Number of shares held	Number of directorships in other listed companies	Independence	Initial date of appointment	Term of office expires	Length of service on the Board of Directors (Years)	Strategic Committee	Audit Committee	Sustainability Committee	Compensation Committee	Nominations Committee	Ad hoc Committee
<b>Daniel Harari</b> , Chairman and Chief Executive Officer	71	M	FR	4,807,560	0	No	1991	Shareholders' Meeting 2028	35	■					
<b>Nathalie Rossiensky</b> Independent Lead Director	56	W	FR	1,500	0	Yes	Apr. 29, 2016	Shareholders' Meeting 2028	10	■	■			■	
<b>Céline Abecassis-Moedas</b> Independent Director	54	W	FR	750	1	Yes	Apr. 30, 2021	Shareholders' Meeting 2029	5	■		■	■	■	■
<b>Karine Calvet</b> Independent Director	58	W	FR	503	0	Yes	Apr. 28, 2023	Shareholders' Meeting 2027	3	■		■	■		
<b>Pierre-Yves Roussel</b> Independent Director	60	M	FR	701	1	Yes	Apr. 28, 2023	Shareholders' Meeting 2027	3	■					■
<b>Jérôme Viala</b> Non-independent Director	64	M	FR	120,931	0	No	Apr. 26, 2024	Shareholders' Meeting 2028	2	■	■		■		■
<b>Hélène Viot-Poirier<sup>(1)</sup></b> Independent Director	53	W	FR	761	0	Yes	Apr. 29, 2022	Shareholders' Meeting 2026 <sup>(1)</sup>	4	■	■	■		■	

(1) A proposal will be made at the Annual Shareholders' Meeting of April 29, 2026, to reelect Hélène Viot-Poirier as Director.

The members of the Board of Directors of Lectra



## Daniel Harari

Chairman and Chief Executive Officer  
Chairman of the Strategic Committee

### Biography – Experience and expertise

**Age**  
71 years old

**Nationality**  
French

**Date of first appointment**  
1991

**Start date of term of office**  
April 26, 2024

**Expiry date of term of office**  
At the end of the Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2027

**Number of Lectra shares held**  
4,807,560

**Directorships expired in the past five years**  
■ None

Daniel Harari is a graduate of École Polytechnique and holds an MBA from HEC in Paris. He began his career as Vice President of Société d'Études et de Gestion Financière Meeschaert, an asset management company (1980-1983). He was then Chairman and Chief Executive Officer of La Solution Informatique (1984-1990), a PC distribution and services company, and of Interleaf France (1986-1989), a subsidiary of the US software publisher, both of which he founded.

In 1986, Daniel Harari became Chief Executive Officer of Compagnie Financière du Scribe (Paris), a venture capital firm specialized in technology companies, where he was, together with his brother André Harari, the main shareholder until its merger with Lectra on April 30, 1998.

After the takeover of Lectra by Compagnie Financière du Scribe at the end of 1990, Daniel Harari became Chairman and Chief Executive Officer of Lectra and served in that capacity from 1991 to 2002. Following the separation of the role of Chairman from that of Chief Executive Officer in May 2002, Daniel Harari became Chief Executive Officer.

Since the decision by the Board of Directors on July 27, 2017, to again combine the roles, Daniel Harari serves again as Chairman and Chief Executive Officer of Lectra.

### Other current positions and directorships

■ None



## Nathalie Rossiensky

Lead Independent Director<sup>(41)</sup>  
 Chairwoman of the Audit Committee  
 Member of the Strategic Committee and the Nominations Committee

### Biography – Experience and expertise

<b>Age</b>	Nathalie Rossiensky graduated from University Paris-Dauphine (Master in Applied Mathematics and D.E.A. in Financial Economics) and holds a Ph.D. in Finance from London Business School. She started her career in 2000 with JP Morgan Private Bank in Paris, before joining the Investment Management Division of Goldman Sachs International, first in London in 2005, and then in Paris, where she served through 2013 as Executive Director in charge of asset allocation and investments in all asset classes for family offices and family-owned corporates.	Nathalie Rossiensky is currently Associate Capital Partner of the group Lombard Odier. Based in Paris, she is responsible for management of financial assets in all asset classes, including unlisted assets, with a pronounced focus on sustainability.
56 years old		
<b>Nationality</b>	French	
<b>Date of first appointment</b>	April 29, 2016	
<b>Start date of term of office</b>	April 26, 2024	
<b>Expiry date of term of office</b>	At the end of the Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2027	
<b>Number of Lectra shares held</b>	1,500	
<b>Directorships expired in the past five years</b>	None	
	<b>Other current positions and directorships</b>	<ul style="list-style-type: none"> <li>■ Associate Capital Partner, Lombard Odier group</li> </ul>

(41) Nathalie Rossiensky holds the role of Lead Director with effect from April 25, 2025 (see section 1.4.2. Membership of the Board of Directors, paragraph "Proposed change in the composition of the Board of Directors submitted to the 2025 Annual Shareholders' Meeting").



## Céline Abecassis-Moedas

Independent Director  
 Chairwoman of the Compensation Committee and of the Nominations Committee  
 Member of the Strategic Committee, the Sustainability Committee and the Ad hoc Committee in charge of the succession of the Chief Executive Officer

### Biography – Experience and expertise

<b>Age</b>	54 years old
<b>Nationality</b>	French
<b>Date of first appointment</b>	April 30, 2021
<b>Start date of term of office</b>	April 25, 2025
<b>Expiry date of term of office</b>	At the end of the Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2028
<b>Number of Lectra shares held</b>	750

A graduate of the École Normale Supérieure de Cachan, the University Paris Dauphine (D.E.A. in Scientific Management Methods) and holder of a Ph.D. in Management Sciences from École Polytechnique, Céline Abecassis-Moedas began her career in research at France Telecom R&D before joining Lectra in New York as e-business product manager in 1999, then AT Kearney in London as a consultant in 2000. From 2002 to 2005, she was Assistant Professor of Strategy at Queen Mary University of London, and then joined Católica-Lisbon as Assistant Professor in Strategic and Innovation Management. While at Católica-Lisbon she held the position of Director of the Masters Program, and taught and developed executive education programs before becoming Dean for Executive Education from 2019 to 2024. She is currently Pro-rector for innovation and entrepreneurship at the Catholic University of Portugal. Céline Abecassis-Moedas was an International Faculty Fellow at Massachusetts Institute of Technology (MIT) (United States) in 2011-2012 and published research papers in prestigious journals on the role of innovation and design in creative industries (including fashion).

From 2014 to 2020, Céline Abecassis-Moedas was Affiliate Professor at ESCP and co-scientific director of the Lectra-ESCP Chair's "Fashion and Technology".

From 2012 to 2019 Céline Abecassis-Moedas was an Independent Director at Europac (Papeles y Cartones de Europa, SA) and Lead Independent Director from 2015 to 2019. She was an Independent Director at CTT (CTT Correios de Portugal, S.A.) from 2016 to 2020 and at GreenVolt SA from 2021 to 2023. She is an Independent Director and Chairperson of the Innovation and Sustainable Development Committee at CUF SA (since 2016) and Independent Director at Vista Alegre Atlantis (since 2020).

Céline Abecassis-Moedas is IDP-C certified in Corporate Governance from INSEAD (2017).

### Directorships expired in the past five years

- Independent Director, member of the Corporate Governance, Evaluation and Nominations Committee at CTT\* (CTT Correios de Portugal, SA), (Portugal) (from 2016 to 2020)
- Independent Director of GreenVolt\*, SA (Portugal) (from 2021 to 2023)
- Director of Executive Education at Católica-Lisbon (Portugal, from 2019 to 2024)

### Other current positions and directorships

- Pro-rector for innovation and entrepreneurship at the Catholic University of Portugal (since 2024)
- Independent Director and Chairperson of the Innovation and Sustainable Development Committee at CUF, SA (Portugal, since 2016)
- Independent Director of Vista Alegre Atlantis\*, SA (Portugal, since 2020)

\* Listed company



## Karine Calvet

Independent Director  
Member of the Strategic Committee, the Sustainability Committee and of the Compensation Committee

### Biography – Experience and expertise

**Age**  
58 years old

**Nationality**  
French

**Date of first appointment**  
April 28, 2023

**Start date of term of office**  
April 28, 2023

**Expiry date of term of office**  
At the end of the Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2026

**Number of Lectra shares held**  
503

#### Directorships expired in the past five years

- Vice President, EMEA in charge of Partners and Alliances at AVEVA (Schneider group) from 2023 to 2025
- Chief Revenue Officer at PeopleSpheres (in 2025)

Karine Calvet is a graduate of Sciences Po and of Université Paris 1 Panthéon-Sorbonne. She has devoted most of her career to information technology; sixteen years in services companies, seven years in telecommunications, and six years in software. She has had leadership roles in telecommunications environments for leading global companies (CGI, Capgemini, Alcatel-Lucent, Verizon, Microsoft and currently Schneider-Aveva), focusing on digital transformation.

From 2023 to 2025, as Vice President, Southern Europe then Vice President, EMEA in charge of Partners and Alliances at AVEVA (Schneider group), Karine Calvet has worked closely with industrial companies to help them meet the challenges of operational efficiency, safety, cost management, sustainability and decarbonization by taking advantage of digitalization.

#### Other current positions and directorships

- Partner Business Transformation at KP Consulting



## Pierre-Yves Roussel

Independent Director

Chairman of the ad hoc Committee in charge of the succession of the Chief Executive Officer

Member of the Strategic Committee

### Biography – Experience and expertise

**Age**  
60 years old

**Nationality**  
French

**Date of first appointment**  
April 28, 2023

**Start date of term of office**  
April 28, 2023

**Expiry date of term of office**  
At the end of the Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2026

**Number of Lectra shares held**  
701

### Directorships expired in the past five years

- Independent Director of Salvatore Ferragamo Finanziaria between 2020 and 2021

Pierre-Yves Roussel graduated from the University of Brussels and the London Chamber of Commerce and holds an MBA from the Wharton Business School (University of Pennsylvania). He began his career in investment banking with HSBC in Brussels, before moving to Morgan Stanley in London.

In 1990, he joined the strategy consulting firm McKinsey & Company in France as a consultant and was then appointed project manager. He managed numerous consulting assignments in the fashion, luxury, retail and media sectors in Europe and Asia (Hong Kong, China, Japan). He was elected Partner in 1998 and Global Senior Partner (Director) six years later.

In 2004, he joined the LVMH Group Executive Committee as Executive Vice President, Strategy and Operations, reporting directly to Bernard Arnault. In 2006, he was appointed Chairman and CEO of LVMH Fashion Group, one of the LVMH Group's five branches of operational activity, which assembles all of LVMH's fashion brands, except Louis Vuitton.

From 2006 to 2018, he was Chairman of the Board of the brands Céline, Givenchy, Loewe, Kenzo, Pucci, Rossimoda, Marc Jacobs, Donna Karan, Berluti, JW Anderson and Nicolas Kirkwood. The Fashion Group tripled in size under his tenure as Chairman and CEO. He has also been a member on several prestigious fashion juries including Andam, CFDA Fashion Incubator, and the LVMH Fashion Prize. He was a member of the management committee of the Chambre Syndicale de la Mode et de la Couture from 2010 to 2018.

In 2018, he left the LVMH Group to become CEO – based in New York – of Tory Burch, a leading American fashion brand founded by his wife in 2004. The brand, a privately owned company controlled by the family, has more than 350 stores worldwide, 13 online sales sites, and nearly 5,000 employees.

### Other current positions and directorships

- Chief Executive Officer of Tory Burch since January 2019 (USA)
- Independent Director of McLaren Group (since April 2024)



## Jérôme Viala

Non-independent Director  
Member of the Strategic Committee, Audit Committee,  
Compensation Committee and the ad hoc Committee in charge  
of the succession of the Chief Executive Officer

### Biography – Experience and expertise

**Age**  
64 years old

**Nationality**  
French

**Date of first appointment**  
April 26, 2024

**Start date of term of office**  
April 26, 2024

**Expiry date of term of office**  
At the end of the Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2027

**Number of Lectra shares held**  
120,931

### Directorships expired in the past five years

*Outside the Lectra group*

- None

*With the Lectra group<sup>(42)</sup>*

- Director of Gerber Technology NV/SA (Belgium)
- Director of Lectra Benelux NV (Belgium)
- Director of Lectra Canada Inc (Canada)
- Director of Lectra Systems (Shanghai) Co. Ltd. (China)
- Director of Gerber Scientific International A/S (Denmark)
- Director and Chairman of Lectra Danmark A/S (Denmark)
  - Director of Lectra Baltic Oü (Estonia)
- Director of Lectra USA Inc (United States)
  - President of Knife Holding Corporation
    - Director, Lectra Japan Ltd (Japan)
- Chief Executive Officer of Lectra Maroc SARL (Morocco)
- Chairman of AG Finco LLC (United States)

A graduate of KEDGE Business School (France), Jérôme Viala began his career as a credit analyst at Esso (France) before joining Lectra's finance department in 1985. He then held the positions of Financial Controller for Europe and North America (1988-1991), Administrative and Financial Director for the France Division (1992-1993) and then for the Products Division (1993-1994). He was Group CFO from 1994 to 2016.

Jérôme Viala was Executive Vice President of Lectra from <sup>January 1,</sup> 2017 to March 31, 2024. He served as Vice Chairman of the Executive Committee from January 15, 2019, to March 31, 2024, having been appointed to the Executive Committee since its creation in 2005. For several years and until March 31, 2024, he has also served as Secretary to Lectra's Board of Directors.

### Other current positions and directorships

*Outside the Lectra group*

- None

*With the Lectra group*

- None

(42) All terms of office within the Group's companies expired between the end of 2023 and mid-2024.

*Directorships expired in the past five years, within the Lectra group (continued):*

- Chairman of Holding Mexico LLC (United States)
- Chairman of Gerber Scientific LLC (United States)
- Chairman of Gerber Technology LLC (United States)
- Director and Chairman of Lectra Suomi Oy (Finland)
- Director of Gerber Technology Ltd (United Kingdom)
- Director of Lectra UK Ltd (United Kingdom)
- Director of Lectra Hong Kong Ltd (Hong Kong)
- Chairman of Lectra Sverige AB (Sweden)
- Member of the Board of Managers of Gerber Technology S. de RL de CV (Mexico)
- Director and Chairman of AG UK Acquireco Ltd (United Kingdom)
- President of Lectra Systèmes SA de CV (Mexico)
- Director and Chairman of Lectra Philippines Inc (Philippines)
- Director, Gerber Scientific International Sistemas Computorizados Lda (Portugal)
- Managing Director, Lectra Portugal Lda (Portugal)
- Director, Lectra Singapore Pte Ltd (Singapore)
- Director, Lectra Taiwan Co Ltd (Taiwan)
- Director and Chairman of the Board of Directors of Lectra Tunisie SA (Tunisia)
- Chief Executive Officer, Lectra Tunisie CP Sarl (Tunisia)
- Vice-Chairman of the Board of Directors of Glengo Lectra Teknoloji Anonim Sirketi (Turkey)
- Director and legal representative of Gerber Scientific International (Vietnam) Co Ltd (Vietnam)
- Chairman of Lectra Vietnam (Vietnam)
- Director and Chairman of AG UK Acquireco Ltd (United Kingdom)
- President of Lectra Systèmes SA de CV (Mexico)
- Director and Chairman of Lectra Philippines Inc (Philippines)
- Director, Gerber Scientific International Sistemas Computorizados Lda (Portugal)
- Managing Director, Lectra Portugal Lda (Portugal)
- Director, Lectra Singapore Pte Ltd (Singapore)
- Director, Lectra Taiwan Co Ltd (Taiwan)
- Director and Chairman of the Board of Directors of Lectra Tunisie SA (Tunisia)
- Chief Executive Officer, Lectra Tunisie CP Sarl (Tunisia)
- Vice-Chairman of the Board of Directors of Glengo Lectra Teknoloji Anonim Sirketi (Turkey)
- Director and legal representative of Gerber Scientific International (Vietnam) Co Ltd (Vietnam)
- Chairman of Lectra Vietnam (Vietnam)



## Hélène Viot-Poirier

Independent Director  
Chairwoman of the Sustainability Committee  
Member of the Strategic Committee, Audit Committee and  
Nominations Committee

### Biography – Experience and expertise

**Age**  
53 years old

**Nationality**  
French

**Date of first appointment**  
April 29, 2022

**Start date of term of office**  
April 29, 2022

**Expiry date of term of office**  
At the end of the Shareholders' Meeting called to approve the financial statements for the fiscal year ending December 31, 2025<sup>(43)</sup>

**Number of Lectra shares held**  
761

### Directorships expired in the past five years

- Board Advisor of CF group, until 2023
- Board Advisor of ConsoFlash, Mediaperformances group (from 2018 to 2024)

Hélène Viot-Poirier is a graduate of HEC Paris. She began her career in the Internet sector in 1997 in startups with Club Internet (Lagardère group), then worked for Kertel (Kering group). In 2001, she joined the Orange group, where, as Business Unit Director, she developed the ADSL market in France, then the mobile multimedia services market. She then took on the overall management of Orange's digital activities in France in 2010 as Vice President of Portal and Digital Services (over €300 million in revenues, and managing a division with 1,000 employees).

In 2016, she joined the Vivarte group (€2 billion in revenues, 12 fashion brands), as Chief Digital and Marketing Officer and a member of the Executive Committee.

In 2017, she became Chairwoman and Chief Executive Officer of Chevignon, part of the Vivarte group, turned around the company and brand, and launched the first environmentally responsible collection. As part of a strategic restructuring of Vivarte, shareholder of Chevignon, she headed the search for a future shareholder and led the process through to the disposal of Chevignon.

Since 2020, as an Independent Senior Advisor, she has supported strategic internal and external growth projects in the fashion, digital and consumer goods sectors.

Hélène Viot-Poirier was a Board Advisor of ConsoFlash, part of the Mediaperformances group (unlisted), from 2018 until September 2024. She has been an Independent Director on the Board of Selinko (unlisted) since 2021.

### Other current positions and directorships

- Independent Director of Selinko (Belgium) since 2021

(43) A proposal will be made at the Annual Shareholders' Meeting of April 29, 2026, to reelect Hélène Viot-Poirier as Director.

### 03 – CORPORATE GOVERNANCE REPORT

#### Diversity in the Board of Directors

The Board of Directors examines annually the desirable balance in its membership, notably regarding gender balance, the diversity of competencies, the independence of its members and, in light of the various challenges facing Lectra, its geographical situation and the Company's shareholder base.

The following table summarizes the objectives, the implementation of the diversity policy as it applies to the members of the Board of Directors, and the resulting situation.

Criteria	Objectives	Implementation and resulting situation
<b>Gender balance on the Board of Directors</b>	When the Board of Directors is composed of up to eight members, the difference between the number of Directors of each gender must not exceed two.  <i>(Articles L. 22-10-3 and L. 225-18-1 of the French Commercial Code (Code de commerce))</i>	3 men and 4 women.
<b>Diversity of competencies, and complementary profiles</b>	Complementary profiles in terms of areas of expertise.	Competencies represented: strategy, management, industry, knowledge of Lectra markets, finance, audit and risks, acquisitions, governance, corporate social responsibility, information systems and cybersecurity.
<b>International profiles</b>	Profiles with international experience and/or foreign profiles in light of Lectra's geographical reach.	All the Directors have vast international experience.  Céline Abecassis-Moedas is a French national and a resident of Portugal.  Pierre-Yves Roussel is a French national and a resident of the United States.
<b>Directors' Independence</b>	At least half the members of the Board of Directors should be independent.  <i>(Article 10.3 of the AFEP-MEDEF Code)</i>	71% of the Directors are independent.
<b>Age of directors</b>	At least half of the members of the Board of Directors must be under 72 years of age.  <i>(Article 11 of the Company's by-laws)</i>	None of the Directors are older than the age limit of 72. The average age is 59, and the range is from 53 to 71.

#### Competencies represented within the Board of Directors

	Strategy	Management	Industry	Lectra markets	Finance, audit and risks	Acquisitions	Governance	Social responsibility	Societal responsibility	Environmental responsibility	Information systems / cybersecurity	International experience
<b>Daniel Harari</b>	X	X	X	X	X	X	X	X	X	X	X	X
<b>Céline Abecassis-Moedas</b>	X	X	X	X			X	X	X	X		X
<b>Karine Calvet</b>	X	X	X				X	X	X	X	X	X
<b>Nathalie Rossiensky</b>	X	X			X	X	X	X	X	X		X
<b>Pierre-Yves Roussel</b>	X	X		X	X	X	X	X	X	X		X
<b>Jérôme Viala</b>	X	X	X	X	X	X	X	X	X			X
<b>Hélène Viot-Poirier</b>	X	X		X	X	X	X	X	X	X	X	X
<b>% of Directors</b>	100%	100%	57%	71%	71%	71%	100%	100%	100%	86%	43%	100%

#### Training of Directors

Non-executive Directors receive training on the specific characteristics of the Company, its businesses, sectors of activity, products and services, operational and sustainability issues, as well as its organization and operating mode, in order to gain a thorough understanding thereof.

The Directors have undergone a cybersecurity training course that mainly covers a general presentation of security issues in the Company as well as the signals that make it possible to spot social engineering attempts.

#### Directors' Independence

In general, a director is deemed to be independent when there is no relationship of any kind whatsoever with the Company, its Group or its management liable to compromise the director's freedom of judgment. To comply with the rules of corporate governance as set out in Article 10.3 of the AFEP-MEDEF Code, in widely held corporations without controlling shareholders, independent directors must make up at least 50% of the membership of the Board of Directors.

Lectra's use of the term "Independent Director" is consistent with the recommendations of the AFEP-MEDEF Code. Independence is discussed by the Nominations Committee and determined by the Board of Directors when appointing a Director, as well as annually for all Directors.

On February 26, 2026, the Board of Directors discussed the qualifications of each Director and concluded that:

- Céline Abecassis-Moedas, Karine Calvet, Nathalie Rossiensky, Hélène Viot-Poirier, and Pierre-Yves Roussel satisfy all the criteria for independence set out in the AFEP-MEDEF Code;
- Daniel Harari is not deemed to be independent, because he has been the executive officer since 1991, and holds, at the date of this Report, roughly 12.7% of the share capital and 12.6% of the voting rights of the Company;

- Jérôme Viala qualifies as non-independent because he was an employee of Lectra between 1985 and March 2024.

In particular, the Board of Directors noted that there are no significant business relationships or vested interests between Céline Abecassis-Moedas, Karine Calvet, Nathalie Rossiensky, Hélène Viot-Poirier, Daniel Harari, Jérôme Viala and Group companies;

The Board of Directors conducted a quantitative and qualitative review of the business relationships between the companies of the Group and the companies of the Tory Burch group, of which Pierre-Yves Roussel is the Chief Executive Officer. Following its analysis, the Board of Directors concluded that these contractual relationships are not such as to compromise the independence of the Director: the contracts are concluded under normal market conditions and are not of a material nature given the amounts involved (their total value is less than €50,000 per year). Moreover, Pierre-Yves Roussel does not take part in the negotiation of these contracts.

The following table sets out the status of each Director with regard to the criteria for independence set out in Articles 10.5, 10.6 and 10.7 of the AFEP-MEDEF Code:

Criteria of independence	Daniel Harari	Céline Abecassis-Moedas	Karine Calvet	Nathalie Rossiensky	Pierre-Yves Roussel	Jérôme Viala	Hélène Viot-Poirier
Criterion 1: Employee or company officer within the previous 5 years	yes	no	no	no	no	yes	no
Criterion 2: Cross-Directorships	no	no	no	no	no	no	no
Criterion 3: Significant business relationships	no	no	no	no	no	no	no
Criterion 4: Family ties to a company officer	no	no	no	no	no	no	no
Criterion 5: Auditor within the previous 5 years	no	no	no	no	no	no	no
Criterion 6: Period of office exceeding 12 years	yes	no	no	no	no	no	no
Criterion 7: Status of non-executive officer (receives variable compensation or any compensation linked to the performance of the Company or Group)	n/a	no	no	no	no	no	no
Criterion 8: Status of the major shareholder (holds over 10% of the share capital or voting rights in the Company)	yes	no	no	no	no	no	no

#### Gender balance on the Board of Directors

In accordance with Articles L. 225-18-1 and L. 22-10-3 of the French Commercial Code, in companies with a Board of Directors consisting of up to eight members, the difference between the number of members of each gender may not exceed two.

The Board of Directors of Lectra has complied with this gender balance rule ever since it went into effect. At the date of this Report, the Board of Directors is composed of seven members, four women and three men.

#### Age limit for Directors and for the Chairman of the Board of Directors

Under Article 11 of the Company by-laws, the proportion of Directors aged over 72 is restricted to one-half of the total number of Directors in office. If the threshold of one half of the Directors is exceeded, the Director who is the oldest shall automatically be deemed to have resigned, his or her appointment expiring at the end of the next Annual Ordinary Shareholders' Meeting, in order to ensure the continuity of terms of office and of the Board of Directors' work in the course of a given fiscal year.

### 03 – CORPORATE GOVERNANCE REPORT

Under Article 13 of the Company's by-laws, the age limit for the position of Chairman of the Board of Directors is 76.

On the date of this Report, no Director, nor the Chairman of the Board of Directors is older than the age limit.

#### Duration of Directors' appointments

In accordance with the recommendations of Article 15.1 of the AFEP-MEDEF Code, since the Shareholders' Meeting of April 27, 2012, the

statutory term of office of the members of the Board of Directors is set at four years.

In order to favor the smooth replacement of the Directors and to comply with the recommendations of Article 15.2 of the AFEP-MEDEF Code, a staggering of terms of office has been gradually put in place since 2019 through the early reelection of certain Directors in 2019 and the election of new Directors in 2021 and 2022.

The following table indicates when the Directors' terms of office end:

Directors whose term of office ends at the close of the 2026 Shareholders' Meeting called to approve the financial statements for fiscal year 2025	Directors whose term of office ends at the close of the 2027 Shareholders' Meeting called to approve the financial statements for fiscal year 2026	Directors whose term of office ends at the close of the 2028 Shareholders' Meeting called to approve the financial statements for fiscal year 2027	Directors whose term of office ends at the close of the 2029 Shareholders' Meeting called to approve the financial statements for fiscal year 2028
Hélène Viot-Poirier (Independent Director) <sup>(1)</sup>	Karine Calvet (Independent Director)	Daniel Harari (Chairman and Chief Executive Officer)	Céline Abecassis-Moedas (Independent Director)
	Pierre-Yves Roussel (Independent Director)	Nathalie Rossiensky (Lead Independent Director)	
		Jérôme Viala (Non-independent Director)	

(1) A proposal will be made at the Annual Shareholders' Meeting of April 29, 2026, to reelect Hélène Viot-Poirier as Director.

#### Directors' and Chairman and Chief Executive Officer's shareholdings

Article 21 of the AFEP-MEDEF Code on ethics rules for directors recommends that each director should be a shareholder in a personal capacity and should hold a minimum number of shares that is significant in relation to the directors' compensation. If the director does not own these shares at the time of joining the Board of Directors, he or she should use a portion of his or her compensation to purchase shares.

The director is required to notify the company of his or her compliance, this information being provided in the Corporate Governance Report.

Article 12 of the By-laws stipulates that each Director must own at least one share of stock throughout his or her term of office. In addition to this requirement, Article 4.5 of the Internal Rules and Procedures, as amended by the Board of Directors on February 27, 2025, stipulates that all Directors must own at least 750 of the Company's shares. Directors who do not hold these shares at the time of joining the Board of Directors are required to invest the equivalent of 25% of his or her annual directors' compensation (i.e. approximately half of the net amount received by them after deduction of social security contributions and personal income tax) until they have acquired the requisite number of shares. Such investment must be made within twelve months following payment of such directors' compensation.

As of today, Daniel Harari, Jérôme Viala, Céline Abecassis-Moedas, Nathalie Rossiensky and Hélène Viot-Poirier each hold at least 750 Lectra shares.

Karine Calvet (elected in 2023 and holding 503 Lectra shares) and Pierre-Yves Roussel (elected in 2023 and holding 701 shares) undertake to invest 25% of their gross annual compensation to gradually acquire Lectra shares, as provided in the Internal Rules and Procedures.

#### Number of Directorships held by the Chairman and Chief Executive Officer and the Directors

Article 20.2 of the AFEP-MEDEF Code recommends that an executive officer does not hold more than two other directorships in listed

corporations, including foreign corporations, outside of his or her group and that he or she must also seek the opinion of the Board of Directors before accepting a new directorship in a listed corporation.

Article 4.2 of the Company's Internal Rules and Procedures goes beyond the recommendations of the AFEP-MEDEF Code and prohibits the Chairman and Chief Executive Officer from holding directorships in any French or foreign company, listed or unlisted, outside the Group.

In compliance with this rule, Daniel Harari holds no office within or outside the Group.

Article 20.4 of the AFEP-MEDEF Code also recommends that a director should not hold more than four other directorships in listed companies outside the group, including foreign companies. Article 4.2 of the Internal Rules and Procedure goes even further than the recommendation of the AFEP-MEDEF Code and provides that Directors must limit the number of directorships they hold in other companies so as to ensure that they remain available to fulfil their duties as members of the Lectra Board of Directors. They must inform the Chairman and Chief Executive Officer prior to acceptance of any new director position in a French or foreign company, whether listed or unlisted, including membership on Board of Directors' Committees, or of any change in their professional responsibilities.

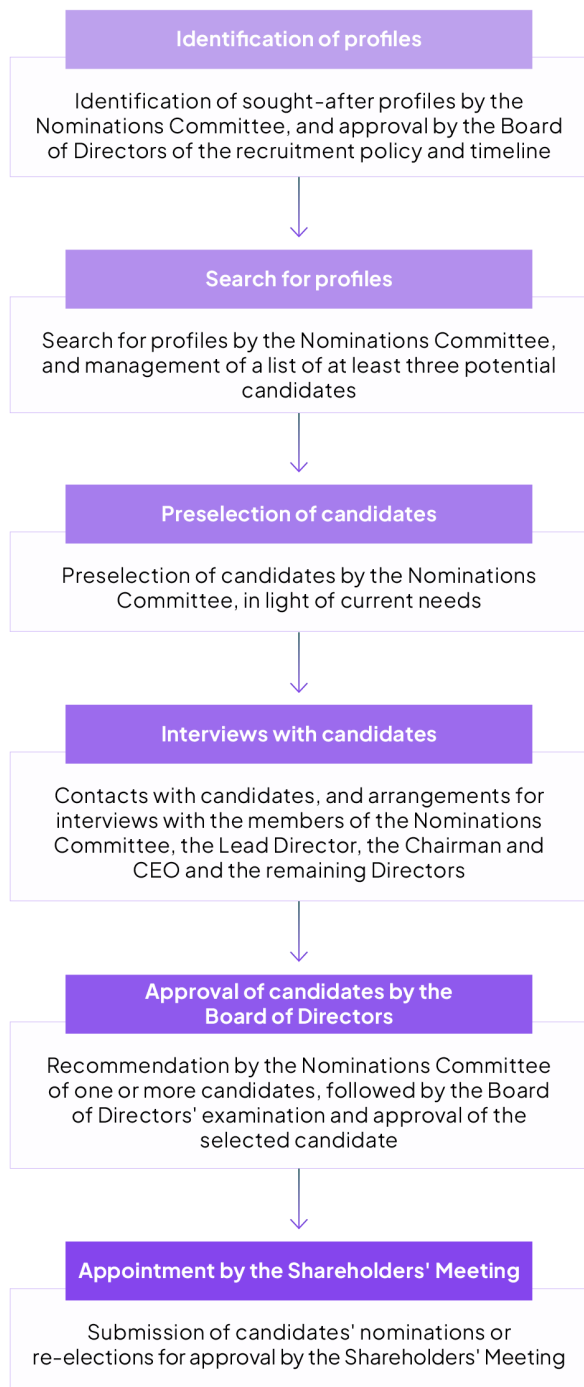
In keeping with these rules, no Lectra Director holds more than four other positions in listed companies.

#### Selection procedure for independent Directors

In accordance with Article 18.2.1 of the AFEP-MEDEF Code and the recommendations of the French Financial Markets Authority (the "AMF") and the *Haut Comité de Gouvernement d'Entreprise* (the "HCGE"), the Board of Directors has adopted a written procedure formalizing the process for selecting independent directors. Adopted by the Board of Directors on July 29, 2021 and updated by the Board of Directors on February 27, 2025, this procedure is available on the Lectra website (<https://www.lectra.com/en/investors/corporate-governance/bylaws-and-rules>). The procedure describes in particular the role of the Nominations Committee in the selection of future independent Directors, the principles underlying the selection procedure, and the various stages in the selection process.

### 03 – CORPORATE GOVERNANCE REPORT

The selection procedure for future Independent Directors comprises the six stages described below:



Since 2021, consideration has been given to the appropriate composition of the Board of Directors and Board committees, taking into account the Company's strategic orientations, emerging requirements regarding expertise and experience, and the expiry dates of Directors' terms of office. Drawing on the work and recommendations of the Nominations Committee and the conclusions of the annual self-evaluations performed since 2021, the Board of Directors has established a director diversity policy that aims to maintain gender balance and ensure diverse, complementary profiles in terms of age, seniority, independence, areas of expertise, and experience, including international experience.

The selection procedure for Directors was first implemented in 2021 and has been applied each year since then.

During fiscal year 2025, the Board of Directors entrusted the Nominations Committee with the responsibility of conducting a selection process for an independent Director with a solid financial profile and a strong interest in new technologies. To this end, the Nominations Committee appointed a specialized recruitment firm, which identified and presented six candidates meeting the determined criteria. At the end of this process, the candidacy of Christophe Gégout was selected by the Board of Directors.

In preparation for the Annual Shareholders' Meeting of April 29, 2026, the Board of Directors on February 26, 2026 proposed the renewal of the term of office of Héléne Viot-Poirier and the appointment of Christophe Gégout as independent Directors.

#### Proposed changes in the composition of the Board of Directors submitted to the 2026 Annual Shareholders' Meeting

##### → Proposal to renew the term of office of Mrs. Héléne Viot-Poirier

As the term of office of Mrs. Héléne Viot-Poirier is due to expire at the close of the Annual Shareholders' Meeting on April 29, 2026, the Board of Directors will propose her re-election to Shareholders for a further four-year term expiring at the close of the Shareholders' Meeting called to approve the financial statements for fiscal year 2029.

Mrs. Héléne Viot-Poirier's contribution to the Board of Directors, the Strategic Committee, the Sustainability Committee and the Audit Committee was very much appreciated by the other Directors. Mrs. Héléne Viot-Poirier has played a key role in strengthening governance and structuring the work of the Sustainability and Strategic Committees. She contributed to the integration of ESG requirements into the Group's strategy and sustainability reporting, challenging the indicators to ensure their relevance and alignment with ambitions. Her constant involvement and forward-looking vision have supported the quality of reports and the consistency of strategic decisions.

The Nominations Committee reviewed the situation of Mrs. Héléne Viot-Poirier with regard to the independence criteria defined by the AFEP-MEDEF Code, and considered that she met all the independence criteria used, at the date of her appointment

Subject to a favorable vote by the shareholders, Mrs. Héléne Viot-Poirier will continue to chair the Sustainability Committee and will remain a member of the Strategic, Audit and Nominations Committees.

##### → Proposal for the appointment of Mr. Christophe Gégout

The Board of Directors will submit the appointment of Mr. Christophe Gégout as Director for approval at the 2026 Annual Shareholders' Meeting, for a period of four years, expiring at the close of the Shareholders' Meeting held to approve the financial statements for the 2029 fiscal year.

Interviews conducted by the Nominations Committee at the end of 2025 revealed the relevance of Mr. Christophe Gégout's professional career, the rigor of his strategic analysis and his ability to intervene independently and effectively on the Board of Directors and the Audit Committee. His expertise, in-depth knowledge of governance issues and mastery of financial matters were particularly highlighted.

The Nominations Committee reviewed the situation of Mr. Christophe Gégout with regard to the independence criteria defined by the AFEP-MEDEF Code, and considered that he met all the independence criteria used, at the date of his appointment.

Subject to a favorable vote by the shareholders, Mr. Christophe Gégout will join the Board of Directors as an independent Director and will be a member of the Audit Committee and the Strategic Committee.

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#### → Proposal for the appointment of Mr. Fiorangelo Salvatorelli

At the 2026 Annual Shareholders' Meeting, the Board of Directors will submit to the shareholders for approval the appointment of Mr. Fiorangelo Salvatorelli as a non-independent Director for a period of four years expiring at the close of the Shareholders' Meeting called in 2030 to approve the financial statements for fiscal year 2029.

The candidacy of Mr. Fiorangelo Salvatorelli was proposed by Alantra EQMC Asset Management SGIIC, one of the significant shareholders of Lectra, which currently holds more than 10% of the share capital and voting rights.

In the event of the appointment of Mr. Fiorangelo Salvatorelli, the Board of Directors will be able to benefit from his expertise in technology, and his wealth of experience in consulting and investing in high-tech companies.

The review of Mr. Fiorangelo Salvatorelli's situation with regard to the eight independence criteria of the AFEP-MEDEF Code leads to his qualification as a non-independent Director, since his appointment is proposed by a major shareholder and he exercises executive functions within this company.

Subject to a favorable vote by the shareholders, Mr. Fiorangelo Salvatorelli will be appointed as a member of the Strategic Committee.

#### Composition of the Board of Directors after the 2026 Annual Shareholders' Meeting

At the close of the Annual Shareholders' Meeting of April 29, 2026, subject to the favorable vote for the renewal of the term of office of Mrs. Hélène Viot-Poirier, the appointment of Mr. Christophe Gégout, and the appointment of Mr. Fiorangelo Salvatorelli, the Board of Directors would be composed of nine people, including four women and five men, and six of whom would be independent Directors:

Director	Independence	Elected / Re-elected	Term expired
<b>Karine Calvet</b>	Independent Director	Shareholders' Meeting 2023	Shareholders' Meeting 2027
<b>Pierre-Yves Roussel</b>	Independent Director	Shareholders' Meeting 2023	Shareholders' Meeting 2027
<b>Daniel Harari</b>	Non-independent Director, Chairman and Chief Executive Officer	Shareholders' Meeting 2024	Shareholders' Meeting 2028
<b>Nathalie Rossiensky</b>	Lead Independent Director	Shareholders' Meeting 2024	Shareholders' Meeting 2028
<b>Jérôme Viala</b>	Non-independent Director	Shareholders' Meeting 2024	Shareholders' Meeting 2028
<b>Céline Abecassis-Moedas</b>	Independent Director	Shareholders' Meeting 2025	Shareholders' Meeting 2029
<b>Christophe Gégout</b>	Independent Director	Shareholders' Meeting 2026	Shareholders' Meeting 2030
<b>Fiorangelo Salvatorelli</b>	Non-independent Director	Shareholders' Meeting 2026	Shareholders' Meeting 2030
<b>Hélène Viot-Poirier</b>	Independent Director	Shareholders' Meeting 2026	Shareholders' Meeting 2030

The Board of Directors will determine the new composition of the Specialized Committees at its meeting following the Annual Shareholders' Meeting of April 29, 2026.

### 1.4.3. Organization and operation of the Board of Directors

#### Internal Rules and Procedures of the Board of Directors and its Specialized Committees

Articles 2.2 and 16.3 of the AFEP-MEDEF Code recommend the establishment of Internal Rules and Procedures to govern the procedures of the Board of Directors and its committees.

The Internal Rules and Procedures specify:

- the composition, operating rules and responsibilities of the Board of Directors and its Committees;
- the duties of Directors and the ethics rules, notably regarding the prevention of conflicts of interest, holding of shares in the Company, loyalty, diligence and confidentiality;
- transactions that require prior approval by the Board of Directors, listed in section 1.4.1 above; and
- the procedures for informing the Board of Directors regarding the Company's financial situation and cash position.

The Board of Directors regularly reviews its Internal Rules and Procedures, notably to ensure compliance with any new legal and regulatory provisions and new recommendations of the AFEP-MEDEF Code. The Internal Rules and Procedures of the Board of Directors were updated on February 27, 2025 and are available on the Company's website (<https://www.lectra.com/en/investors/corporate-governance/bylaws-and-rules>).

#### Prevention of conflicts of interest

The Board of Directors has also long had in place a procedure for managing conflicts of interest, if any. This procedure is formalized in Article 4.3 of the Internal Rules and Procedures.

Pursuant to Articles 1.3, 3 and 4.3 of the Internal Rules and Procedures, the Board of Directors has tasked the Chairman and Chief Executive Officer and the Lead Director with monitoring and managing possible conflicts of interest in connection with the company officers.

Furthermore, each Director (i) must ensure at all times that their personal situation avoids all conflicts of interest with the Company or any of its subsidiaries, (ii) has a duty spontaneously to inform the Board of Directors of any situation or risk of conflict of interest, real or potential, and (iii) must abstain from taking part in the corresponding discussions, votes or deliberations.

Furthermore, and without prejudice to the formalities pertaining to authorizations and control prescribed by law and the Company By-laws, Directors are required to notify the Chairman and Chief Executive Officer without delay of any related-party transaction into which the Company or one of the companies of the Group may enter and in which they have a direct or indirect interest, regardless of its nature. The Chairman and Chief Executive Officer notifies the Board of Directors of any conflicts of interest or potential conflicts he may have identified.

The Chairman and Chief Executive Officer abstains from participating in deliberations and votes on motions regarding his compensation.

In the event of a conflict of interest, including potential, the Board of Directors must decide on this question and, if necessary, call upon the Director concerned to rectify his/her position.

#### Timetable, meetings and activity of the Board of Directors

In accordance with the recommendation of the AMF set out in its Guide to periodic information by companies listed on a regulated market (Position-recommendation DOC-2016-05), the Company's financial calendar setting out the dates for the publication of annual, half-year and quarterly financial results, those of the Annual Shareholders' Meeting and the two annual analysts' meetings is drawn up prior to the last day of the current fiscal year for the following fiscal year. The calendar is published in the Annual Financial Report on the

Company's website and communicated to Euronext before the start of the fiscal year.

The timetable of meetings of the committees, Board of Directors and Annual Shareholders' Meetings for fiscal years ended December 31, 2025 and December 31, 2026 was finalized by the Board of Directors at its meetings on October 30, 2024 and April 25, 2025, respectively. The dates of seven meetings of the Board of Directors are decided on the basis of this calendar. These comprise the annual, half-year and quarterly financial results publication dates, between 45 and 70 days prior to the Annual Shareholders' Meeting in order to review the documents and decisions to be presented, after the Shareholders' Meeting, and lastly, between 20 and 30 trading days after the dividend approved by the Shareholders' Meeting is made payable, for the granting of the annual stock option plan.

In addition, the Board of Directors also meets outside of these dates to discuss other subjects falling within its responsibilities (including all planned acquisitions or the review of the Company's strategic plan) or those that the Chairman and Chief Executive Officer wishes to submit to the Directors.

In accordance with applicable legal provisions, the Statutory Auditors are invited to, and systematically attend, all meetings of the Board of Directors which examine and approve the annual and interim accounts. They may also be invited to any other meeting, if this seems appropriate. In addition, representatives of the Social and Economic Committee are invited to all meetings of the Board of Directors and receive the same documents and information as the members of the Board.

Both the Secretary of the Board of Directors and the Chief Financial Officer take part in all Board of Directors' meetings, except when prevented from doing so. The Secretary's duties include, in coordination with and under the supervision of the Chairman and Chief Executive Officer, drafting the minutes of the Board of Directors' meetings and assisting the Directors regarding material and regulatory issues, particularly the payment of Directors' compensation, and filings on any securities transactions by Directors.

In addition, one or more third parties may attend all or part of any meeting of the Board of Directors with the approval of a majority of the Directors present. However, the Chairman and Chief Executive Officer may veto such participation, stating the reasons for doing so. The Board of Directors may engage outside experts to conduct technical studies at the Company's expense and, if appropriate, present their findings to the Board of Directors at a meeting. Invited third parties are bound by confidentiality obligations regarding information provided before, during or after Board Meetings.

In accordance with Article L. 225-37, paragraph 3 of the French Commercial Code, Article 14(l) of the Company's By-laws and Article 5.3 of the Internal Rules and Procedures, decisions within the powers of the Board of Directors may be made by means of a written consultation of the Directors. In the event of a written consultation, the consultation notice including the text of the proposed proceedings, together with all documents necessary for the information of the Board of Directors, shall be sent to each Director by simple letter, or by electronic mail or via a secure document-sharing platform. The period of time for responding shall be specified in the notice of consultation and must be reasonable, according to the subject of consultation. Voting shall be based on the text of the proposed proceedings and for each resolution shall be expressed by the words "yes," "no," or "abstain." Any Director may object to a decision by written consultation. They must inform the Chairman and Chief Executive Officer as soon as possible after receipt of the notice of consultation, stating the reasons for their objection. The quorum and majority shall be calculated on the basis of Directors casting their votes. Decisions shall be adopted by a majority of votes. The consultation shall be recorded in the form of minutes of the

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proceedings of the Board of Directors by means of a written consultation, which shall be submitted to the Directors for approval.

In 2025, the Board of Directors held seven meetings, with an attendance rate of 96%, and deliberated once by written consultation.

#### Work performed in 2025

The Board of Directors addressed, *inter alia*, the following matters in 2025:

- the parent company and consolidated financial statements for fiscal year 2024, and the notes thereto;
- the budget and scenarios for fiscal year 2025;
- strategic orientations, the second progress report and the summary report on the 2023-2025 strategic roadmap;
- the 2025 half-year and quarterly financial statements and management reports;
- the press releases;
- the impact of tariff announcements;
- implementation of the sustainability strategy, including the establishment of a double materiality matrix within the CSR framework;
- setting the climate strategy;
- the appointment of Ernst & Young et Autres as the principal Statutory Auditor;
- the reports of the Board of Directors to the Annual Shareholders' Meeting of April 25, 2025 (the Management Discussion and Analysis, the Sustainability Report, the Corporate Governance Report, the Reports on Proposed Resolutions and the Special Report on the Granting of Stock Options);

- the exercise of stock options during fiscal year 2024, and the corresponding share capital increase;
- authorization of commitments, guarantees and sureties;
- ordinary agreements entered into or continued during fiscal year 2024;
- the compensation of company officers in respect of fiscal years 2024 and 2025, it being specified that in compliance with Article 19.3 of the AFEP-MEDEF Code, the deliberations and vote relating to the compensation of the Chairman and Chief Executive Officer took place in his absence;
- the composition of the Board of Directors and its committees, and the selection of a new Director;
- the financial forecast documents;
- the share buyback program and the liquidity agreement;
- the 2025 stock option plan;
- the self-evaluation of the functioning of the Board of Directors and its committees;
- Directors' independence;
- the policy for professional and pay equality and the policy on gender balance in managing bodies;
- the preparation and analysis of the 2026-2028 roadmap;
- update of the Internal Rules and Procedures and the procedure for the selection of independent Directors; and
- the financial calendar for the 2026 and 2027 fiscal years (until the Shareholders' Meeting of 2027).

#### Attendance of members of the Board of Directors

In accordance with Article 12.1 of the AFEP-MEDEF Code, the following table reports on the individual attendance of each Company Director at meetings of the Board of Directors and its Committees during the fiscal year ended December 31, 2025:

	Board of Directors		Strategic Committee		Audit Committee		Sustainability Committee		Compensation Committee		Nominations Committee		Ad hoc Committee	
	Number of meetings <sup>(1)</sup>	%	Number of meetings	%	Number of meetings	%	Number of meetings	%	Number of meetings	%	Number of meetings	%	Number of meetings	%
<b>Daniel Harari</b> Chairman and Chief Executive Officer	7/7	100%	4/4	100%	Not a member		Not a member		Not a member		Not a member		Not a member	
<b>Nathalie Rossiensky</b> Lead Independent Director	7/7	100%	4/4	100%	7/7	100%	Not a member		3/3 <sup>(2)</sup>	100%	3/3	100%	Not a member	
<b>Céline Abecassis-Moedas</b> Independent Director	7/7	100%	4/4	100%	Not a member		4/4	100%	5/5	100%	3/3	100%	2/2	100%
<b>Karine Calvet</b> Independent Director	6/7	86%	4/4	100%	Not a member		4/4	100%	2/2 <sup>(2)</sup>	100%	Not a member		Not a member	
<b>Ross McInnes<sup>(3)</sup></b> Independent Director	3/3	100%	N/A	N/A	3/4	75%	Not a member		Not a member		N/A	100%	Not a member	
<b>Pierre-Yves Roussel</b> Independent Director	6/7	86%	4/4	100%	Not a member		Not a member		Not a member		Not a member		2/2	100%
<b>Jérôme Viala</b> Non-independent Director	7/7	100%	4/4	100%	7/7	100%	Not a member		5/5	100%	Not a member		2/2	100%
<b>Hélène Viot-Poirier</b> Independent Director	7/7	100%	4/4	100%	7/7	100%	4/4	100%	Not a member		3/3	100%	Not a member	
<b>Average attendance rate</b>		96%		100%		94%		100%		100%		100%		100%

(1) Meetings of the Non-executive Directors in the absence of the Chairman and Chief Executive Officer as well as written consultations are not included when calculating the attendance rate or the compensation paid to the Directors.

(2) On April 25, 2025, Karine Calvet was appointed as a member of the Compensation Committee, replacing Nathalie Rossiensky.

(3) For the period from January 1, 2025 to April 24, 2025, Ross McInnes's term of office having expired at the close of the Board of Directors' meeting of April 24, 2025.

### Organization of Board of Directors' proceedings – communication of information to Directors

The agenda is set by the Chairman and Chief Executive Officer, taking into account the points proposed by the Chairs of the Specialized Committees or any other Directors, when appropriate.

The Specialized Committees prepare the work of the Board of Directors and assist it in the examination of technical matters. When an item on the agenda of the Board of Directors requires prior discussion by one of the Committees, the Chairperson of this Committee communicates his Committee's observations, if any, and recommendations to the full session of the Board of Directors. The Board of Directors is thus kept fully informed, facilitating its decisions.

At least three days before each Board of Directors' meeting, a set of documents is systematically addressed by the Secretary of the Board of Directors to each Director, to the employees' Social and Economic Committee representatives and to the Statutory Auditors for the four meetings called to review the financial statements and for the meeting to prepare for the Annual Shareholders' Meeting. Details of each item on the agenda are provided in a written document, as required, or are presented during the meeting itself.

As in previous years, in 2025 all documents to be communicated to the Directors were made available to them in a timely manner, in compliance with regulations. Furthermore, the Chairman and Chief Executive Officer regularly asks the Directors if they require additional documents or reports in order to complete their information.

Detailed minutes are produced for each meeting and submitted to the Board of Directors for approval at a subsequent meeting.

### Periodic meetings of the Non-executive Directors in the absence of the Chairman and Chief Executive Officer (executive sessions)

Article 12.3 of the AFEP-MEDEF Code recommends that the Directors meet periodically in the absence of the executive officers.

In accordance with Article 5.9 of the Internal Rules and Procedures, Non-executive Directors meet at least once a year prior to the meeting of the Board of Directors dedicated to the evaluation of its operational practices. These executive sessions are held in the absence of the Chairman and Chief Executive Officer, Statutory Auditors, the representatives of the Social and Economic Committee and any other Group employee.

In executive sessions, Non-executive Directors discuss the composition, organization and functioning of the Board of Directors and its Specialized Committees. They evaluate the performance of the Chairman and Chief Executive Officer and freely discuss any matters they wish to raise.

These meetings are organized and chaired by the Lead Director, who then reports to the Chairman and Chief Executive Officer in a one-on-one meeting and to the full Board of Directors as appropriate.

In 2025, two meetings of the Non-executive Directors were held. During these meetings, the Directors reviewed miscellaneous governance topics, as well as the annual performance assessment of the Chairman and Chief Executive Officer and the internal assessment of the operation of the Board of Directors and its Specialized Committees.

### Attendance of the Directors at Shareholders' meetings

Article 21 of the AFEP-MEDEF Code recommends that directors attend not only all meetings of the Board of Directors and of the

committees to which they belong, but also attend shareholders' meetings.

All Directors, current and future, were present at the Annual Shareholder's Meeting of April 25, 2025, with the exception of Pierre-Yves Roussel.

### Evaluation of the Board of Directors

Under Article 11 of the AFEP-MEDEF Code and Article 5.10 of the Internal Rules and Procedures, the Board of Directors should, at least once a year, devote an item on its agenda to a discussion of its membership, organization and functioning. The Board of Directors also verifies that important questions are thoroughly prepared and discussed, and assesses the effective contribution of each Director to its work in light of their expertise and involvement in the discussions. Prior to this Board of Directors' meeting, a simplified evaluation is conducted at the annual executive session of the Non-executive Directors. In addition, the Company's compliance with good governance practices is monitored on a regular basis throughout the year.

#### → Triennial evaluation

Under Article 11.3 of the AFEP-MEDEF Code and Articles 1.3 and 5.10 of the Internal Rules and Procedures, a formal evaluation of the Board of Directors is carried out once every three years under the supervision of the Lead Director on the basis of a questionnaire, which relates in particular to the appreciation of each Director's effective contribution to the work of the Board of Directors. This triennial assessment may be conducted by an external consultant, should the need arise.

The last triennial assessment was carried out at the end of 2024. In 2024, upon the Lead Director's recommendation, the Board of Directors decided to engage the services of an external firm, following a call for tenders launched in September 2024.

The assessment process took place from October to December 2024. It consisted, on the one hand, in each Director answering a questionnaire relating to the operation of the Board of Directors and the Specialized Committees in which he or she participates and, on the other hand, holding individual interviews with the consultant. The conclusions of this assessment were presented to the Directors at an ad hoc session held on January 14, 2025.

The evaluation took into account the contextual factors specific to Lectra, due to the recent changes in the composition of the Board of Directors and in the operating procedures of its Committees, changing how the Board operates from having all Directors serve on all Committees to having a limited number.

On the whole, the functioning of the Board of Directors was assessed as being of a good quality. The Directors highlighted several key areas of satisfaction: the commitment of the Board members, the transparency of the Chairman and Chief Executive Officer and his Executive Committee, the quality of the information shared, the improvement of teamwork, the diversity and complementarity of skills, the efficiency of the Committee's work and the effectiveness of the strategic process. The participation of each member of the Board of Directors in the various Committees and in the full Board of Directors was considered to be particularly satisfactory.

The topics discussed led to the following areas for improvement: preparing Mr. Daniel Harari's succession as Chief Executive Officer, offer more opportunities for the Board of Directors to meet with Executive Committee members, increasing flexibility in managing the duration of Board meetings, and encouraging more non-formal occasions.

EVALUATION PROCESS OF THE FUNCTIONING OF THE BOARD OF DIRECTORS



→ Annual evaluation

During the 2025 fiscal year, the Lead Director conducted an internal assessment of the functioning of the Board of Directors and its Specialized Committees, as well as the individual assessment of each of the Directors. The process took place between June and October 2025 and was based on the sending out of a questionnaire from June, supplemented by individual interviews conducted by the Lead Director with each Director. The summary of this internal assessment was presented at the meeting of non-executive Directors in September 2025 and then at the Board of Directors' meeting in October 2025.

The assessment of the functioning of the Board of Directors and its Committees, as well as the individual assessment of the Directors, show very satisfactory results, characterized in particular by the transparency of discussions and efficient management of the time devoted to the various subjects. As part of a continuous improvement approach, a training course on the impact of artificial intelligence on Lectra's markets will be rolled out in 2026.

1.4.4. Board of Directors' Committees



### Composition of Specialized Committees

In accordance with the provisions of the law, the recommendations of the AFEP-MEDEF Code and Article 6.1.1 of the Internal Rules and Procedures, the Board of Directors has set up six Specialized Committees:

- five Standing Committees:
  - the Strategic Committee;
  - the Audit Committee;
  - the Sustainability Committee;
  - the Compensation Committee;
  - the Nominations Committee; and
- one temporary Committee: the ad hoc Committee in charge of succession planning for the Chief Executive Officer.<sup>(44)</sup>

In addition to the six committees listed above, the Board of Directors may at any time decide to establish other standing and/or ad hoc committees (to review, control or monitor, or *ad hoc*).

The members of the Committees are appointed by the Board of Directors, upon the recommendation of the Chairman and Chief Executive Officer and the Nominations Committee, for the remaining term of their directorship. A Committee membership may be renewed at the same time as a Director's term of office. It may be revoked at any time and without justification, by the Board of Directors acting on a majority of its members. Members are appointed in a personal capacity and may not be represented in the performance of their duties.

### Missions of Specialized Committees

The responsibilities and operating rules of each Committee are set out in the Internal Rules and Procedures. The Committees conduct in-depth analysis of the topics and issues within their remit. They prepare the work and resolutions of the Board of Directors. Within its area of responsibility, each Committee makes proposals, recommendations and opinions, and reports regularly to the Board of Directors on their missions and activities. Since the Board of Directors alone has the legal authority to make decisions, the Committees may not, under any circumstances, diminish, limit or relinquish the powers of the Board of Directors, nor may they lead to division within the Board of Directors, which is and remains collectively responsible for the fulfilment of its duties.

### Operations and resources of Specialized Committees

Committees meet at the invitation of their Chairperson, whenever the Chairperson deems it appropriate and in accordance with the rules specific to each Committee as set forth below. Notice of a meeting may be given by any means, including oral notice.

To identify participants and ensure their effective participation, meetings can be held in person and/or via teleconferencing. Regardless of the means of participation, at least half of the members of a Committee must be present for its discussions and deliberations to be valid.

The opinions, proposals and recommendations of the Committee shall be adopted by a simple majority of votes. In the event of a tie vote, the Chairperson of the Committee shall have the casting vote.

Topics requested by the Chairman and Chief Executive Officer or by the Chairperson of each Committee are included on the agendas. When a matter on the Board's agenda requires prior examination by a Committee, the Chairperson of the said Committee reports to the plenary session of the Board of Directors on any observations and recommendations made by the Committee. These reports keep the Board fully informed and facilitate its deliberations.

The Chairperson of a Committee may invite any person of their choice, who has signed a confidentiality agreement, to attend a Committee meeting in order to provide specific information and facilitate the Committee's work, unless the Chairman and Chief Executive Officer has made a reasoned objection. In addition, any Specialized Committee may engage outside experts to conduct technical studies at the Company's expense and, if appropriate, present their findings to the Specialized Committee or the Board of Directors. In both cases, the Committee reports to the Board of Directors.

Between Committee meetings, Committee members exchange information by e-mail with the Chairman and Chief Executive Officer and/or Executive Committee members, who are regularly invited to attend Committee meetings, in particular to discuss certain subjects in greater depth.

(44) Created at the Board of Directors' meeting of April 25, 2025.

### Strategic Committee

#### → Membership

Former membership (prior to April 25, 2025)	Current membership (from April 25, 2025)
<b>Daniel Harari</b> (Chairman) Chairman and Chief Executive Officer	<b>Daniel Harari</b> (Chairman) Chairman and Chief Executive Officer
<b>Ross McInnes</b> Lead Independent Director	<b>Nathalie Rossiensky</b> Lead Independent Director
<b>Céline Abecassis-Moedas</b> Independent Director	<b>Céline Abecassis-Moedas</b> Independent Director
<b>Karine Calvet</b> Independent Director	<b>Karine Calvet</b> Independent Director
<b>Nathalie Rossiensky</b> Independent Director	<b>Pierre-Yves Roussel</b> Independent Director
<b>Pierre-Yves Roussel</b> Independent Director	<b>Jérôme Viala</b> Non-independent Director
<b>Jérôme Viala</b> Non-independent Director	<b>Hélène Viot-Poirier</b> Independent Director
<b>Hélène Viot-Poirier</b> Independent Director	
<b>Independence rate</b> 75%	71%

In accordance with Article 6.2 of the Internal rules and procedures, the Strategic Committee comprises at least three Directors appointed by the Board of Directors, including the Chairman and Chief Executive Officer and two Independent Directors. The Committee is chaired by the Chairman and Chief Executive Officer.

The Strategic Committee currently comprises all members of the Board of Directors.

#### → Missions

The mission of the Strategic Committee is to:

- review and discuss, *inter alia*, the major strategic directions and development themes proposed by the Chairman and Chief Executive Officer and the Deputy CEO in order to prepare the Group for the global economic and sustainable development challenges and risks to which it is exposed, reinforce its business model and its operating and financial ratios, as well as the consistency of the Group's strategic plan with the main orientations of the annual and multiyear action plans;
- review internal and external growth drivers, and the optimization of their development in the medium term;
- review external growth operations, financial or stock market transactions having a significant immediate or future impact on the share capital and, more generally, on equity of the shareholders and monitor their implementation; and
- make any recommendations and express any opinions to the Board of Directors.

#### → Meetings

The Strategic Committee organizes its work as it sees fit. It meets as often as the interests of the Company demand and at least four times a year.

In 2025, the Strategic Committee met four times, including a two-day strategic seminar in Milan in December 2025, with an attendance rate of 100%.

The Deputy CEO and the Director of Strategy are permanent guests. Other members of the Executive Committee may be invited to participate in certain work and discussions of the Strategic Committee, depending on the subjects examined.

#### → Work performed in 2025

The Strategic Committee addressed, *inter alia*, the following matters in 2025:

- the 2025 budget and related scenarios;
- assessment of the 2023-2025 roadmap;
- the impact of the trade war (tariffs);
- the status of Gerber's integration;
- development of Lectra's offers, and the offer strategy, mainly for the fashion market;
- analysis of possible conflicts of interest and the risk of fraud;
- the impact on the Group's activities of developments in the macroeconomic and competitive environment; and
- preparation of the 2026-2028 roadmap.

### Audit Committee

#### → Membership

Former membership (prior to April 25, 2025)	Current membership (from April 25, 2025)
<b>Nathalie Rossiensky</b> (Chairwoman) Independent Director	<b>Nathalie Rossiensky</b> (Chairwoman) Lead Independent Director
<b>Ross McInnes</b> Lead Independent Director	<b>Jérôme Viala</b> Non-independent Director
<b>Jérôme Viala</b> Non-independent Director	<b>Hélène Viot-Poirier<sup>(1)</sup></b> Independent Director
<b>Hélène Viot-Poirier<sup>(1)</sup></b> Independent Director	
<b>Independence rate</b> 75%	67%

(1) Hélène Viot-Poirier is a member of the Audit Committee and Chairwoman of the Sustainability Committee, which facilitates the coordination of sustainability work between the Audit Committee and the Sustainability Committee and ensures that sustainability issues are addressed in financial communications.

In accordance with the recommendations of Article 17.1 of the AFEP-MEDEF Code and Article 6.3 of the Internal Rules and Procedures, the Audit Committee comprises at least two-thirds Independent Directors, and may not include any executive officers. To facilitate the coordination of works related to sustainability, at least one member of the Audit Committee shall also be a member of the Sustainability Committee.

The Audit Committee is chaired by an independent Director and does not include the Chairman and Chief Executive Officer. Two members of the Audit Committee are independent Directors and one member is a non-independent Director.

In accordance with the recommendations of Article 17.1 of the AFEP-MEDEF Code, all members of the Audit Committee are competent in financial or accounting matters, as a result of their academic qualifications and professional career (see their biographies above). In addition, under Article 14.2 of the AFEP-MEDEF Code, the members of the Audit Committee are provided, at the time of their appointment, with information relating to the Lectra group's specific accounting, financial and operational features.

#### → Missions

As prescribed by law and as recommended by Article 17.2 of the AFEP-MEDEF Code, the mission of the Audit Committee is to:

- review the financial statements, and in particular ensure the relevance and continuity of the Company's accounting methods used to prepare the consolidated and parent company financial statements; oversee the process for preparing financial and sustainability information, including in digital format, and make recommendations to ensure the integrity of these processes;
- review the scope of consolidation and, where appropriate, examine reasons for the exclusion of companies;
- monitor the effectiveness of internal control and risk management;
- review significant risks and off-balance sheet liabilities, assess the importance of malfunctions or shortcomings brought to its attention, and inform the Board of Directors thereof where appropriate;
- prior to meetings of the Board of Directors, review press releases and annual, half-year and quarterly financial announcements as well as reports to the Annual Shareholders' Meeting;
- scrutinize important transactions liable to give rise to conflicts of interest;
- oversee the rules governing the independence and objectivity of the Statutory Auditors in charge of auditing financial and sustainability information, manage the procedure for their selection when their current term of office expires, and make its recommendation to the Board of Directors. To this end, the Audit Committee receives an annual report from the Statutory Auditors on the services related to the certification of the financial statements and sustainability information, together with fees paid

by Group companies to members of their networks in respect of services not directly related to this mission;

- approve the provision of services other than the certification of financial statements by the Statutory Auditors;
- ensure that the Sustainability Committee oversees the process of preparing and reviewing sustainability information as well as the identification and management of social, societal and environmental risks. In particular, it ascertains the existence of appropriate systems and procedures, and compliance with legal and regulatory provisions, and examines the information communicated annually in the Sustainability Report accompanying the Management Discussion and Analysis;
- formulate its recommendations and express its opinions to the Board of Directors.

More generally, the Audit Committee may consider all questions brought to its attention and pertaining to the areas mentioned above.

#### → Meetings

The Audit Committee meets as often as the interests of the Company require, and at least four times a year prior to the meetings of the Board of Directors called to review the annual, half-year and quarterly financial statements. It systematically meets one or two days prior to the Board of Directors' meeting in order to reduce the time between the closing of the financial statements and market disclosure. However, members of the Audit Committee and those of the Board of Directors are given sufficient time for consideration, the relevant documents being communicated to them three to six days before their meetings.

The Statutory Auditors, the Chairman and Chief Executive Officer, the Chief Financial Officer and the Secretary of the Board of Directors attend all of these meetings.

The review of the financial statements is accompanied by a presentation by the Chief Financial Officer of the Company's financial results, accounting methods chosen, exposure to risks, including social, environmental and societal risks, as well as significant off-balance sheet items. It also ensures that the Statutory Auditors present the key features and the accounting choices made, together with an account of their auditing work and observations, if any, including any reservations or observations they wish to make in their reports.

The Audit Committee continuously oversees the preparation of the Company's parent-company and consolidated accounts, internal audits and financial and sustainability reporting practices, together with the quality and fairness of the Company's financial report. The Chief Financial Officer assists the Audit Committee in carrying out its duties, and the Audit Committee periodically reviews with him areas of potential risk that need to be brought to its attention or that require closer attention. The Audit Committee also works with the Chief Financial Officer in reviewing and approving guidelines for the work

program on management control and internal control for the year in progress. It reviews the annual budget prepared by the Executive Committee and the sales and earnings scenarios for the year, as well as their quarterly review, prior to their consideration by the Board of Directors.

At its meeting held prior to the Board of Directors' meeting examining the files for the Annual Shareholders' Meeting, the Audit Committee reviews and makes recommendations on the Management Discussion and Analysis, the Sustainability Report and the Corporate Governance Report for the previous fiscal year, as well as any other reports required by law.

The Audit Committee reports regularly to the Board of Directors on the performance of its duties, on the results of its certification of the financial statements and review of the sustainability information, the contribution of this mission to the integrity of financial and sustainability information, and the role of the Committee in this process. It informs the Board of Directors without delay of any difficulties that may arise.

The Audit Committee held seven meetings in 2025, including a joint meeting with the Sustainability Committee, with an attendance rate of 94%.

#### → Work performed in 2025

The Audit Committee addressed, *inter alia*, the following matters in 2025:

- the parent company and consolidated financial statements for fiscal year 2024, and the notes thereto;
- the goodwill impairment tests at December 31, 2024 and changes between 2023 and 2024;
- the deferred tax assets at December 31, 2024 and changes between 2023 and 2024;
- the Group budget, the revenues and financial results scenarios for fiscal year 2025;
- the reports to the Annual Shareholders' Meeting of April 25, 2025;
- review of the overall audits performed by the Statutory Auditors;
- the agreements entered into in the ordinary course of business and related-party agreements entered into and/or continued during fiscal year 2024;
- the half-year and quarterly consolidated financial statements and Management Discussions and Analyses for 2025;
- the press releases;
- the review of the risk mapping and the implementation of the internal audit function;
- the appointment of Ernst & Young et Autres as Statutory Auditor in charge of certifying the financial statements;
- the summary of the audit of the 2024 Sustainability Report;
- the services provided by the Statutory Auditors, other than certification of the financial statements;
- the Statutory Auditors' fees for the certification of the financial statements and the sustainability statement;
- update of the information system and data security plan and examination of the actions put in place;
- the internal audit plan for 2026; and
- ongoing tax audits.

In 2025, the Audit Committee did not identify any operation liable to give rise to a conflict of interest. In addition, it did not see fit to call upon outside experts.

#### → Statutory Auditors

The Audit Committee reviews and discusses with the Statutory Auditors the scope of their mandate and the budget for their fees in relation to their statutory audit and review of the sustainability information, and ensures that they provide a satisfactory level of control: the Group's major companies are audited annually, in most

cases by local firms belonging to the networks of Statutory Auditors, and the major subsidiaries are subject to a limited review of their half-yearly financial statements. Once a year, the Audit Committee receives from the Statutory Auditors a report prepared exclusively for its attention on the findings of their audit of the parent company and consolidated financial statements, and of the Sustainability Report for the financial year ended, confirming the independence of their firms in accordance with applicable regulations.

The Audit Committee annually reviews with the Statutory Auditors the risks to their independence. Given the size of the Group, it is not deemed necessary to envisage precautionary measures in order to attenuate these risks. The amount of the fees paid by the Company and its subsidiaries, and their share of total revenues of the audit firms and their networks, are not material and therefore not such as to impair the independence of the Statutory Auditors.

The Audit Committee assures itself each year that the mission of the Statutory Auditors is exclusive of all other services unrelated to their legally mandated audit, and in particular exclusive of all legal, tax, IT, etc. consulting work performed either directly or indirectly for the benefit of the Company or its subsidiaries. However, additional work or work directly complementing the audit of the financial statements is performed at the Audit Committee's recommendation; the corresponding fees are immaterial. In this respect, the Audit Committee put in place a charter setting forth the authority of the Chairman and Chief Executive Officer, and Chief Financial Officer regarding contracting for the provision of services with the Statutory Auditors and their networks. Adopted in October 2017, the charter was updated in October 2025.

### Sustainability Committee

#### → Membership

Membership (from April 28, 2023)	
<b>Hélène Viot-Poirier</b> (Chairwoman) <sup>(1)</sup>	Independent Director
<b>Céline Abecassis-Moedas</b>	Independent Director
<b>Karine Calvet</b>	Independent Director
<b>Independence rate</b>	100%

(1) Hélène Viot-Poirier is Chairwoman of the Sustainability Committee and a member of the Audit Committee, which facilitates the coordination of sustainability work between the Audit Committee and the Sustainability Committee and ensures that sustainability issues are addressed in financial communications.

In accordance with Article 6.4 of the Internal rules and procedures, the majority of the members of the Sustainability Committee are Independent Directors. It includes at least one Director who is also a member of the Audit Committee, and one Director who is also a member of the Compensation Committee, to facilitate the coordination of sustainability-related work.

The Sustainability Committee is chaired by an Independent Director.

Chaired by an Independent Director, the Sustainability Committee currently comprises three Independent Directors.

#### → Missions

The missions of the Sustainability Committee are to:

- examine and propose to the Board of Directors the Group's strategic orientations in terms of sustainability, including climate awareness and cybersecurity, and ensure they are consistent with the Group's overall strategy and with stakeholders' expectations;
- manage Sustainability reporting;
- examine the associated action plans and monitor their implementation;

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- examine the material issues listed in the double materiality matrix (impacts, risks and opportunities) of social, societal and environmental nature across the Group's entire value chain;
- review the Group's sustainability communications;
- examine the draft versions of the Company's reports in relation with sustainability, and in particular the annual Sustainability Report, and ensure the preparation of all information required by the applicable regulations in this area, in consultation with the Audit Committee; and
- formulate its recommendations and express its opinions to the Board of Directors.

#### → Meetings

The Sustainability Committee organizes its work as it sees fit. It meets as often as the interests of the Company demand and at least twice a year. The Sustainability Committee reports on its work to the Board of Directors at least once a year and whenever it wishes to present its recommendations.

The Sustainability Committee met four times in 2025 with an attendance rate of 100%.

### Compensation Committee

#### → Membership

Former membership (prior to April 25, 2025)	Current membership (from April 25, 2025)
<b>Céline Abecassis-Moedas</b> (Chairwoman) Independent Director	<b>Céline Abecassis-Moedas</b> (Chairwoman) Independent Director
<b>Nathalie Rossiensky</b> Independent Director	<b>Karine Calvet</b> Independent Director
<b>Jérôme Viala</b> Non-independent Director	<b>Jérôme Viala</b> Non-independent Director
<b>Independence rate</b> 67%	67%

In accordance with Article 19.1 of the AFEP-MEDEF Code and Article 6.5 of Internal Rules and Procedures, the Compensation Committee is composed of a majority of independent Directors and cannot include any executive officers. It includes at least one member of the Board of Directors who is also a member of the Sustainability Committee, in order to coordinate the work involved in determining the sustainability criteria to be included in the variable compensation of senior executives. The Compensation Committee is chaired by an Independent Director.

The Compensation Committee is chaired by an independent member of the Board, excluding the Chairman and Chief Executive Officer, and currently consists of two Independent Directors and one Non-independent Director.

According to Article 19.1 of the AFEP-MEDEF Code, it is recommended that an employee director be included on the Compensation Committee. However, insofar as the Company is not required to appoint directors representing employees or directors representing employee shareholders for the reasons set forth above, this recommendation does not apply.

#### → Missions

The missions of the Compensation Committee incorporate the recommendations of Article 19.2 of the AFEP-MEDEF Code and cover more subjects, in accordance with the Internal Rules and Procedures:

- review, prior to meetings of the Board of Directors, a compensation policy for Directors, including the amount of the annual compensation package, to be submitted to the Shareholders' Meeting for approval;
- review, prior to meetings of the Board of Directors called to vote on these questions, a compensation policy for company officers describing in particular the general principles, the amount of fixed

The Chairman and Chief Executive Officer, the General Secretary and the Group's Vice President Sustainability were invited to attend all meetings, and some members of the Executive Committee were associated with some of the Committee's work that dealt with their respective areas.

#### → Work performed in 2025

In 2025, the work of the Sustainability Committee focused on:

- analysis of the 2024 Sustainability Report;
- monitoring the sustainability action plan for 2024;
- determination of sustainability objectives for 2025;
- implementation of the code of ethics;
- analysis of the new CSRD rules and climate issues;
- review of the double materiality assessment;
- review of the results of the "YourVoice" engagement survey of Group employees; and
- deployment of The Lectra Way and other social initiatives of the 2025 sustainability roadmap.

and variable compensation, together with the corresponding annual targets serving to determine the variable portion thereof, and incorporating several sustainability-related criteria, including at least one linked to the Company's climate change mitigation targets, as well as any other compensation and benefit related items;

- to assess the achievement of such targets and validate, at year-end closing, the actual amount corresponding to variable compensation earned during the fiscal year ended;
- review the principles, criteria and the amount of fixed and variable compensation, the annual and/or multi-year objectives governing the calculation of the variable portion, together with additional benefits paid to members of the Executive Committee, as proposed by the Chairman and Chief Executive Officer;
- review the fixed and variable compensation of all Group managers whose total annual compensation exceeds €250,000 or its equivalent in foreign currencies;
- ensure the accuracy of the information on executive compensation included in the Corporate Governance Report and prepare the draft resolutions regarding compensation for company officers to be submitted to the Shareholders' Meeting for approval;
- review, prior to the meeting of the Board of Directors voting on these questions, the details, rules and granting of the annual stock options plan, and make its recommendations;
- review the Company policy on equal opportunities and equal pay, and make recommendations to the Board of Directors prior to annual discussion;
- take cognizance annually of the Group's human resources performance report, of its policies and of the corresponding plan for the current fiscal year;
- to make any and all recommendations to the Board of Directors.

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More generally, the Compensation Committee may consider any matter brought to its attention that falls within the scope of the above areas.

#### → Meetings

The Compensation Committee organizes its work as it sees fit. It meets as often as the interests of the Company demand and at least once before each meeting of the Board of Directors whenever the agenda provides for the setting of compensation and benefits for the Chairman and Chief Executive Officer, Directors or the granting of stock options, and reports on its recommendations to the Board of Directors.

The Compensation Committee met five times in 2025 with an attendance rate of 100%.

The Chairman and Chief Executive Officer was invited to attend all meetings of the Compensation Committee, it being specified that he was associated with the Committee's work on the compensation policy applicable to the principal managers who are not company officers, in accordance with Article 19.2 of the AFEP-MEDEF Code. The Chairman and Chief Executive Officer did not attend the

Compensation Committee's discussions on topics relating to his own compensation.

The General Secretary and the Senior Vice President Human Resources were also invited to participate in some of the proceedings and discussions of the Compensation Committee.

#### → Work performed in 2025

The Compensation Committee addressed, *inter alia*, the following matters in 2025:

- the compensation of Company officers;
- the compensation of the members of the Executive Committee and the senior Group managers;
- the methods for calculating the criteria (including CSR criteria) determining the variable compensation of the Chairman and Chief Executive Officer, the members of the Executive Committee, and the senior Group managers;
- the evolution of the compensation and shareholding policy for 2025;
- the 2025 stock option plan; and
- the Company's policy for professional and pay equality.

### Nominations Committee

#### → Membership

Former membership (prior to April 25, 2025)	Current membership (from April 25, 2025)
<b>Ross McInnes</b> (Chairman) Lead Independent Director	<b>Céline Abecassis-Moedas</b> (Chairwoman) Independent Director
<b>Nathalie Rossiensky</b> Independent Director	<b>Nathalie Rossiensky</b> Lead Independent Director
<b>Hélène Viot-Poirier</b> Independent Director	<b>Hélène Viot-Poirier</b> Independent Director
<b>Independence rate</b> 100%	100%

In accordance with Article 18.1 of the AFEP-MEDEF Code and Article 6.6 of Internal rules and procedures, the Nominations Committee is composed of a majority of Independent Directors, and does not include any Company Officers.

The Nominations Committee only consists of Independent Directors.

#### → Missions

Under Article 18.2 of the AFEP-MEDEF Code, the mission of the Nominations Committee is to:

- set out the diversity policy applied to Directors and lead the reflection process regarding the desired make-up of the Board of Directors and its Committees;
- prepare and submit to the Board of Directors a succession plan for Company Officers, taking into account foreseeable retirements/ departures, particularly in light of age limits, but also in the event of an unforeseen vacancy, unless an ad hoc committee has been appointed by the Board.<sup>(45)</sup> The Chairman and Chief Executive Officer may be involved in the execution of this task;
- make proposals to the Board of Directors regarding the nomination and the re-election of Independent Directors, in the framework of the selection procedure adopted by the Board of Directors.<sup>(46)</sup> To do so, it organizes the search and selection of future Independent Directors, conducts its own review of potential candidates before they are approached in any way, and gives a reasoned opinion on the candidates, after having thoroughly examined all relevant information, particularly in light of the desired make-up of the Board of Directors as well as the make-up and changes in the Company's shareholding structure;

- examine the independence status at the time of the nomination of a Director, and each year for all Directors, make recommendations to the Board of Directors; and
- formulate its recommendations and express its opinions to the Board of Directors.

#### → Meetings

The Nominations Committee organizes its work as it sees fit. It meets following notice from its Chairperson whenever he/she or the Board of Directors considers it appropriate, and at least once a year. No member of the Nominations Committee may attend or participate in the deliberations of the Committee regarding his or her personal case. The Nominations Committee reports on its proceedings to the Board of Directors at least once a year.

The Nominations Committee met three times in 2025 with an attendance rate of 100%.

#### → Work performed in 2025

In 2025, the work of the Nominations Committee focused primarily on:

- the desired evolution of the composition of the Board of Directors;
- the renewal of the term of office of an independent Director and the recommendation to the Board of Directors for the appointment of a new independent Director;
- the independence of current and future Directors, according to the criteria established by the AFEP-MEDEF Code; and
- the selection of an external consultant charged with recruitment of an independent Director.

(45) The task of drawing up a succession plan for the Chief Executive Officer was entrusted to an ad hoc Committee created on April 25, 2025 (for more details, see the next section).

(46) The latest version of the Selection procedure is available on the Lectra website (<https://www.lectra.com/en/investors/corporate-governance/bylaws-and-rules>).

### Ad hoc Committee in charge of succession planning for the Chief Executive Officer

#### → Membership

<b>Current membership</b> (from April 25, 2025)	
<b>Pierre-Yves Roussel</b> (Chairman) <sup>(1)</sup> Independent Director	
<b>Céline Abecassis-Moedas</b> Independent Director	
<b>Jérôme Viala</b> Non-independent Director	
<b>Independence rate</b>	67%

In accordance with the decision of the Board of Directors of April 25, 2025, the *ad hoc* Committee in charge of the succession of the Chief Executive Officer is composed of a majority of independent Directors and chaired by an independent Director appointed by the Board of Directors.

The Chairman and Chief Executive Officer is involved in the work to carry out the assignment and in particular attends the meetings of the *ad hoc* Committee as a permanent guest. However, at least one meeting per year is held in his absence. In addition, the Lead Director attends all *ad hoc* Committee meetings as a permanent guest.

#### → Missions

The *ad hoc* Committee is responsible for preparing the succession plan for Daniel Harari as Chief Executive Officer.

#### → Meetings

The *ad hoc* Committee meets following notice from its Chairperson whenever he/she or the Board of Directors considers it appropriate, and at least once a quarter. It reports on its work to the Board of Directors at least once a year and whenever it wishes to present its recommendations.

The *ad hoc* Committee held two meetings in 2025, with an attendance rate of 100%.

#### → Work

In 2025, the *ad hoc* Committee reviewed the recruitment process, the candidate profile and defined the timetable for the work to be carried out between 2026 and 2028.

#### 1.4.5. Lead Director

Article 3.3 of the AFEP-MEDEF Code provides that, when the Board of Directors decides to confer special tasks upon a director, and in particular a Lead Director, those tasks and the resources and prerogatives to which they have access to must be described in the Internal Rules and Procedures of the Board of Directors. It is recommended that the Lead Director be independent.

The position of Lead Director was created at the Board of Directors' meeting of February 9, 2017 and entrusted to Bernard Jourdan, independent Director, until the end of his term of office at the close of the Shareholders' Meeting of April 28, 2023. Ross McInnes<sup>(47)</sup>, independent Director, then took on the role of Lead Director from April 28, 2023 until April 24, 2025, date of his departure. The position of Lead Director has been held by Nathalie Rossiensky since April 25, 2025.

(47) At its meeting on February 12, 2025, the Board of Directors decided that following the departure of Ross McInnes on April 24, 2025, Nathalie Rossiensky (an independent Director) would assume the role of Lead Director (see press release of February 12, 2025).

Article 1.3 of the Internal Rules and Procedures specifies that the Lead Director is entrusted with certain specific tasks:

- to organize at their discretion, and at least once a year, the setting of the agenda and to chair meetings of the Non-executive Directors in the absence of the Chairman and Chief Executive Officer (executive sessions) and to report on this to the Chairman and Chief Executive Officer and the Board of Directors in full session, as appropriate;
- to monitor and manage possible conflicts of interest in connection with the Company Officers and Directors;
- to propose to the Chairman and Chief Executive Officer, if necessary, items for placing on the agenda of meetings of the Board of Directors;
- to direct the annual evaluation of the Board of Directors; and
- in the event the Chairman and Chief Executive Officer should be unable to do so, to convene and to chair meetings of the Board of Directors.

The Lead Director may, if requested by shareholders, also be available to answer questions, in particular on corporate governance and strategy, in close coordination with the Chairman and Chief Executive Officer.

He or she is assisted by the Secretary of the Board of Directors for the performance of administrative tasks arising from his/her role.

The Lead Director reports to the Board of Directors on his/her duties at least once a year.

#### → Lead Director's Activity Report in 2025

During fiscal year 2025, among other duties, the Lead Director:

- organized and chaired meetings of the Non-executive Directors, coordinated work relating to the various governance topics and the assessment of the performance of the Chairman and Chief Executive Officer;
- led the annual evaluation of the functioning of the Board of Directors; and
- oversaw the process to identify possible conflicts of interest within the Board of Directors, it being specified that no conflict of interest was identified in 2025.

#### 1.4.6. Chairman and Chief Executive Officer's succession plan

Under Article 18.2.2 of the AFEP-MEDEF Code and Articles 2 and 6.6.1 of the Internal Rules and Procedures, the Board of Directors draws up and updates a succession plan for the Chairman and Chief Executive Officer, on the recommendation of the Nominations Committee or an *ad hoc* committee.

With effect from April 25, 2025, the Board of Directors set up an *ad hoc* Committee to oversee the succession of Daniel Harari as Chief Executive Officer. The *ad hoc* Committee met twice in 2025 to discuss the recruitment process for the Chief Executive Officer and the implementation timeline.

In accordance with the recommendations of the French High Committee for Corporate Governance, this succession plan is intended to prepare not only for an untimely departure or demise of the Principal Company Officer, but also for a foreseeable departure in the next three years, in particular due to the age limitation.

The Board of Directors has confirmed the appointment of Daniel Harari as Chairman and Chief Executive Officer until the 2028 Shareholders' Meeting called to approve the financial statements for the year ending December 31, 2027. Daniel Harari has also informed the Board of Directors that he intends to stand for re-election as a Director for a further four-year term and serve as Chairman and Chief

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Executive Officer until December 31, 2028 (to ensure proper execution of the 2026-2028 strategic roadmap), then to remain as Chairman of the Board of Directors from January 1, 2029.

In the event of an untimely departure or demise, the Company has the requisite array of competencies to cope with a temporary absence of

Daniel Harari, thanks in particular to the organization and smooth functioning of the Executive Committee and the Board of Directors. All the Board of Directors' members are sufficiently familiar with Lectra's strategic orientations, markets and practices to be able to identify, in the shortest possible time, suitable solutions to enable Lectra to continue its development.

## 2. Compensation and benefits of Company Officers and Directors

In accordance with legal and regulatory requirements, and the recommendations of the AFEP-MEDEF Code, this chapter describes (i) the compensation policy for company officers of Lectra for fiscal year 2026 and subsequent years, (ii) the components of compensation paid or granted to them during fiscal year 2025, and (iii) changes in the compensation of the company officers over the past five fiscal years in light of the changes in the compensation of employees and the Company's economic performance.

The compensation policy applied to the Company Officer (*dirigeant mandataire social*) and the information relating to his potential or actual compensation are also published on the Company's website (<https://www.lectra.com/en/investors>) after the meeting of the Board of Directors held to approve them, as recommended in Article 27.1 of the AFEP-MEDEF Code.

### 2.1 Compensation policy for company officers for 2026

The compensation policy applied to company officers and Directors of Lectra is determined by the Board of Directors, on a proposal by the Compensation Committee, as provided under Article L. 22-10-8 of the French Commercial Code. The policy has two chapters: the compensation policy for the Chairman and Chief Executive Officer, the only Company Executive Officer (*dirigeant mandataire social*) of Lectra; and the compensation policy for the members of the Board of Directors.

The two policies are subject to an annual binding *ex-ante* vote by the Shareholders' Meeting, in separate resolutions. In the event of failure of the *ex-ante* vote, the compensation policy previously approved by the Shareholders' Meeting would continue to apply.

#### 2.1.1. Policy governing the compensation of the Chairman and Chief Executive Officer

##### General Principles

The compensation policy for the Chairman and Chief Executive Officer, adopted by the Board of Directors on February 26, 2026 for the 2026 fiscal year, incorporates the priorities of the 2026-2028 strategic roadmap. It focuses on profitable and sustainable growth, with performance criteria adjusted to strengthen the alignment between value creation, social responsibility and solidity of the Company's assets.

The decision-making process for setting, reviewing and implementing the compensation policy, including measures to avoid or manage conflicts of interest and the role of the Compensation Committee, are discussed in detail in chapter 1, "Directors and Managing Bodies", of this Report.

In accordance with the recommendations of the AFEP-MEDEF Code, and in keeping with good governance practices, the Board of Directors ensures that the compensation policy is clear and transparent; consistent with the long-term strategy and the environment in which Lectra operates, with the Group's challenges and objectives; and also that it is capable of incentivizing performance and competitiveness by the officer.

Furthermore, this policy reflects the experience, competencies and responsibilities of the Chairman and Chief Executive Officer; and takes into account the scope of the missions assigned to him.

The compensation of the Chairman and Chief Executive Officer includes variable compensation that is intended to promote consistent implementation of strategy, year after year. The variable compensation of the Chairman and Chief Executive Officer is calculated on the basis of clear and complementary quantifiable criteria (to the exclusion of any qualitative criteria), expressed in terms of precisely-determined and predefined annual objectives reflecting the Company's strategy of profitable and sustainable sales activity

and earnings growth. In accordance with Article 26.3.2 of the AFEP-MEDEF Code, these quantifiable criteria are simple, relevant and suited to the Company's strategy; and they account for the largest share of this variable compensation.

The three criteria used to determine the variable compensation of the Chairman and Chief Executive Officer correspond to:

- the Group's two main performance criteria for the period covered by the 2026-2028 strategic roadmap; and
- a sustainability criterion consisting of three indicators.

The annual objectives are set in advance, at the start of the year for that fiscal year, by the Board of Directors based on a recommendation by the Compensation Committee.

The Board of Directors, with support from the Compensation Committee, is responsible for ensuring that the rules for setting the variable portion of compensation each year are consistent and in line with the evaluation of Company Officers' performance, with progress made in implementing the Group's medium-term strategy, general macroeconomic conditions, and in particular those of the geographic markets and market sectors in which the Group operates. After the close of each fiscal year, the Compensation Committee verifies the annual application of these rules and the final amount of variable compensation, on the basis of the audited financial statements.

The Board of Directors is also responsible for ensuring that the compensation policy for the Chairman and Chief Executive Officer is appropriate in light of the conditions of employee compensation at Lectra.

The performance criteria applicable to the variable compensation of Group employees eligible for this type of compensation are accordingly aligned with those applicable to the Chairman and Chief Executive Officer.

This compensation policy, whose structure and principles are aligned with the strategic objectives of the three-year roadmaps, has demonstrated its effectiveness both in periods of challenge and during fiscal years marked by record performance.

##### Structure of compensation

The annual compensation of the Chairman and Chief Executive Officer comprises a fixed portion and a variable portion.

The total annual amount of compensation, the ratio of the fixed to variable components, and the criteria for performance evaluation are established and regularly reexamined by the Board of Directors, without necessarily being revised each year.

The compensation policy for the Chairman and Chief Executive Officer is subject to approval by the Shareholders' Meeting each year.

The compensation of the Chairman and Chief Executive Officer does not include any multiyear variable compensation, any extraordinary compensation, any form of bonuses, stock options, performance-based shares or other long-term component of compensation, or any

indemnity relating to the take-up or termination of his function, nor any supplementary retirement plan.

The Chairman and Chief Executive Officer, in his capacity as Chairman of the Board of Directors and Director, also receives compensation allocated to the Directors detailed below.

The only benefit accorded concerns the value of the use of a company car; the amount is set out for each fiscal year in the Board of Directors' Corporate Governance Report.

The Chairman and Chief Executive Officer has never combined his positions as Company Officer with an employment contract, is not entitled to any component of compensation, indemnity or benefit owed or liable to be owed to him in virtue of a termination or change of his functions, or under an additional pension benefits plan or any additional defined benefit pension plan, stock options or bonus shares.

In accordance with the AFEP-MEDEF Code, the table below lists the existence or otherwise of an employment contract, supplementary pension scheme, indemnifications or benefits due or likely to become due as a result of termination or change of position, and indemnifications relating to a non-competition clause.

#### → Employment Contract/Directorship

Daniel Harari, Chairman and Chief Executive Officer

Start date of each term of office:

- Chief Executive Officer (1991 Board of Directors)<sup>(48)</sup>
- Director (Ordinary Shareholders' Meeting of April 26, 2024)<sup>(49)</sup>

End date of term of office as Director: Shareholders' Meeting of 2028

- Chairman of the Board of Directors (Board of Directors' meeting of April 26 2024)<sup>(47)</sup>

Contract of employment	No
Supplementary pension scheme	No
Indemnifications or benefits due or likely to become due as a result of termination or change of position	No
Indemnifications related to a non-competition clause	No

The compensation of the Chairman and Chief Executive Officer is paid in its entirety by the Company. He receives no compensation or particular benefit from companies controlled by Lectra within the meaning of Article L. 233-16 of the French Commercial Code. Lectra is not controlled by any company.

#### Compensation of the Chairman and Chief Executive Officer in respect of fiscal year 2026

In accordance with the above-mentioned principals and subject to approval by the Shareholders' Meeting of April 29, 2026, the Board of Directors, at its meeting on February 26, 2026, on a recommendation by the Compensation Committee, decided to:

- maintain the total annual target-based compensation of the Chairman and Chief Executive Officer at €840,000 for fiscal year 2026;
- maintain the fixed to variable compensation ratio for fiscal year 2026: the fixed and the variable parts of the compensation of the Chairman and Chief Executive Officer would each account for 50% of his total annual target-based compensation.

#### → Fixed compensation

In accordance with the decision of the Board of Directors at its meeting on February 26, 2026, and subject to approval by the

Shareholders' Meeting of April 29, 2026, the fixed compensation of the Chairman and Chief Executive Officer for fiscal year 2026 would remain at €420,000.

#### → Variable compensation

In accordance with the decision of the Board of Directors at its meeting on February 26, 2026, and subject to approval by the Shareholders' Meeting of April 29, 2026, the target-based variable compensation of the Chairman and Chief Executive Officer for fiscal year 2026 would remain at €420,000.

On the recommendation of the Compensation Committee, the Board of Directors of February 26, 2026 decided to change the performance criteria for 2026 in order to reflect the profitable and sustainable growth strategy. These criteria, which determine the variable compensation of the Chairman and Chief Executive Officer, are now aligned with the objectives of the 2026-2028 strategic roadmap ("Strategic Scorecard"). The Board of Directors decided to rebalance the strategic criteria, with the introduction of SaaS ARR as a new indicator, as well as a strengthening of sustainability criteria. In 2026, these sustainability criteria are integrated directly into the Strategic Scorecard, and no longer occur in the form of bonuses and penalties as in 2025. The weightings break down as follows:

1. 40%: EBITDA before non-recurring items (as in 2025);
2. 40%: SaaS ARR<sup>(51)</sup>;
3. 20%: sustainability criterion – assessed using three indicators whose respective weights of 40%, 40% and 20% are identical to 2025: progress in non-financial ratings (EcoVadis and Ethifinance), progress in the team engagement rate, and progress of the climate transition plan.

The achievement target for each of the three criteria listed above is specified in advance but is not made public for reasons of confidentiality. For each of these criteria, the variable compensation is equal to zero below specified thresholds, equal to 100% if the annual objectives are achieved, and capped at 200% if the annual objectives are exceeded. Between these thresholds, it is calculated on a straight-line basis. These results are then weighted by the relative weight of each criterion.

The annual achievement targets for the Strategic Scorecard and the corresponding thresholds are reviewed each year in light of the Group's objectives for the year. The variable compensation is accordingly equal to 0% if none of the thresholds is met and is capped at 200% of the target-based variable amount if the annual objectives are exceeded for all the criteria and cause each to be capped at 200%. As variable compensation accounts for 50% of the total annual target-based compensation, the actual total compensation can therefore vary, depending on performance, between 50% and 150% of the target-based amount.

Certain criteria and objectives also apply to certain members of the Executive Committee. The weighting of each criterion and the relative portion of the variable compensation based on objectives achieved are set specifically for each of the persons concerned and are adapted to their functions and objectives. Their variable compensation thus ranges from 20% to 30% of total target-based compensation depending on the member of the Executive Committee. These criteria also apply to certain managers reporting to them, with the same specific features.

Under Article L. 22-10-8, III of the French Commercial Code (*Code de commerce*), the Board of Directors may, on the recommendation of the Compensation Committee, temporarily derogate from the compensation policy for the Chairman and Chief Executive Officer in

(48) It is specified that from 1991 to 2002, Daniel Harari served as Chairman and Chief Executive Officer of Lectra.

(49) Last renewal date.

(51) Definition of ARR given in note 2.27 to the consolidated financial statements (chapter 4 of this report)

exceptional circumstances and insofar as the changes made are in the Company's interest and necessary to ensure the Company's continuity or viability.

The compensation component for which such derogation is permitted by the Board of Directors is the annual variable compensation. Such derogation would consist in a change to one or several performance criteria and annual targets mentioned above, *inter alia* the upward or downward adjustment of one or more of the parameters for those criteria or targets, (e.g. weighting, threshold performance level, or basis for calculation), in the event of exceptional circumstances arising *inter alia* from a significant change in the Group's scope of consolidation following the acquisition, the creation or the discontinuation of a business of material importance, or a major change in strategy or major event affecting the Group's markets and/or business sector.

Modification of these criteria and targets by the Board of Directors could thus take into account changes in the Group's scope of consolidation following an exceptional external growth operation, if the situation of the Company and Group were to so warrant. Any such modification would be implemented strictly and ensure that the actual performance of the Group and of the Chairman and Chief Executive Officer continues to be reflected. It would be implemented strictly, clearly explained and made public, with the Company providing specific information to justify the derogation in light of its situation, the reasons such derogation is required, and its alignment with the shareholders' interests. Under no circumstances may the amount of the target-based variable compensation or the maximum variable compensation be modified.

Payment of the variable compensation would in all cases continue to be subject to approval by the shareholders.

#### → Draft resolution submitted to the Shareholders' Meeting

*"Eleventh resolution: approval of the policy governing the compensation of Daniel Harari, Chairman and Chief Executive Officer, in respect of fiscal year 2026"*

The Shareholders' Meeting, voting on the *quorum* and majority conditions for ordinary shareholders' meetings, and having reviewed the Corporate Governance Report prepared in compliance with the provisions of Article L. 22-10-8 of the French Commercial Code (*Code de commerce*), approves the policy governing the compensation of the Chairman and Chief Executive Officer, proposed in respect of fiscal year 2025, as described in chapter 2.1.1 of the Corporate Governance Report."

#### 2.1.2. Policy governing the compensation of the Directors

Under Article L. 225-45 of the French Commercial Code, the maximum annual amount of Directors' compensation is voted by the Ordinary Shareholders' Meeting; its apportionment is decided annually by the Board of Directors, on the recommendation of the Compensation Committee, in keeping with the compensation policy.

#### Global annual compensation package

The maximum global annual amount allocated to the Directors as compensation for their duties was set at €480,000 by the Shareholders' Meeting of April 29, 2022. To take into account the increase in the number of Directors and the number of meetings of certain Specialized Committees, it will be proposed to the Annual Shareholders' Meeting of April 29, 2026 to increase the global annual compensation package to €570,000 until further decision.

#### Apportionment

On a recommendation of the Compensation Committee, on February 11, 2026 the Board of Directors revised the method for apportioning the global annual compensation package among the Directors.

The method ensures a fair distribution that is consistent with best practices and takes into consideration the effective participation in the meetings of the Board of Directors and the Specialized Committees and each Director's responsibilities. It takes into account the membership of the Specialized Committees, the increased number of meetings and increased work, and the corresponding greater responsibility of the Chairpersons of the Specialized Committees.

The rules for apportionment of the maximum annual amount are as follows:

- the compensation of each Director includes:
  - a fixed component, defined on the basis of the Director's responsibilities (Chairperson of the Board of Directors and the specialized committees, position of Lead Director) and is calculated *pro rata temporis* for Directors whose terms ended or began during the year; and
  - a predominant variable component representing approximately 60% of the annual compensation, which is allocated by the Board of Directors based on their effective attendance at meetings of the Board of Directors and of the Specialized Committees;
- individual annual compensation is capped at €75,000;
- as the total individual annual compensation cannot exceed the total amount authorized by the Shareholders' Meeting, the individual annual compensation amounts could be subject to a proportional reduction if a large number of extraordinary meetings were to be held during the year;
- the method of participation (in person or by video-conference) is not taken into consideration, it being noted that all Directors are encouraged to attend all meetings in person, and that remote attendance must be authorized by the Chairman of the Board of Directors or by the Chairpersons of the relevant Specialized Committees;
- no additional compensation is granted to non-resident Directors.

The following table summarizes the applicable apportioning rules for a full year, if the Board of Directors and the Committees were to hold the number of meetings planned for 2026 at the date of this Report:

### → Rules of apportionment: theoretical amounts for 2026

	Fixed component	Variable component (per meeting)	Maximum amount
			<b>Total maximum amount for the Board of Directors<sup>(1)</sup></b>
Board of Directors			
Chairman	€30,000	€2,000	€44,000
Lead Director	€24,000	€2,000	€38,000
Member	€16,000	€2,000	€30,000
			<b>Total maximum amount for each Specialized Committee<sup>(2)</sup></b>
<b>Specialized Committees</b>			
<b>Strategic Committee</b>			
Chairman	€12,000	€2,000	€22,000
Member	N/A	€2,000	€10,000
<b>Audit Committee</b>			
Chairman	€12,000	€2,000	€24,000
Member	N/A	€2,000	€12,000
<b>Sustainability Committee</b>			
Chairman	€9,000	€1,500	€15,000
Member	N/A	€1,500	€6,000
<b>Compensation Committee</b>			
Chairman	€3,000	€1,500	€9,000
Member	N/A	€1,500	€6,000
<b>Nominations Committee</b>			
Chairman	€3,000	€1,500	€6,000
Member	N/A	€1,500	€4,500
<b>Ad hoc Committee</b>			
Chairman	€6,000		€12,000
Member	N/A	€1,500	€6,000
<b>Global annual compensation package<sup>(3)</sup></b>			<b>€570,000</b>
<b>Cap on individual annual compensation</b>			<b>€75,000</b>

(1) For example, based on 100% attendance and seven meetings scheduled in the year.

(2) For example, based on 100% attendance and 26 meetings scheduled in the year (six meetings of the Audit Committee, five meetings of the Strategic Committee, four meetings of the Sustainability Committee, four meetings of the Compensation Committee, three meeting of the Nominations Committee and four meetings of the ad hoc Committee).

(3) The proposed budget from 2026 takes into account the increase in the number of Directors and the number of meetings of most of the Specialized Committees.

Directors other than the Chairman and Chief Executive Officer receive no other form of compensation from the Company or from any company in the Lectra group.

The components of the compensation of the Chairman and Chief Executive Officer are set out in section 2.1.1. of this Report.

Finally, it is specified that the Company may pay directly, or reimburse upon presentation of supporting documents, expenses incurred by Directors in connection with attendance at meetings of the Board of Directors and committees.

### → Draft resolution submitted to the Shareholders' Meeting

*"Twelfth resolution: approval of the policy governing the compensation of the Directors in respect of fiscal year 2026*

The Shareholders' Meeting, voting on the *quorum* and majority conditions for ordinary shareholders' meetings, and having reviewed the Corporate Governance Report prepared in compliance with the provisions of Article L. 22-10-8 of the French Commercial Code, approves the policy governing the compensation of the Directors, proposed in respect of fiscal year 2025, as described in section 2.1.2 of the Corporate Governance Report."

## 2.2 Components of compensation paid or granted to the company officers in respect of fiscal year 2025

The components of compensation paid or granted to the company officers in respect of fiscal year 2025, are determined in accordance with the compensation policy previously approved by the Shareholders' Meeting.

The information referred to in Article L. 22-10-9 (I) relating to the total compensation and benefits of all kinds, with a distinction between the fixed and variable components, paid or granted in respect of their position as company officers during fiscal year 2025, and mentioning

notably the proportion of fixed and variable compensation and the commitments undertaken by the Company due to commencement or termination of their position as company officers, including retirement benefit obligations, must be the subject of an *ex post* vote by the Shareholders' Meeting called to approve the financial statements for the fiscal year ended December 31, 2025.

The amount of the fixed compensation paid and the amount of the variable compensation granted in respect of fiscal year 2025 to

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Daniel Harari, in his capacity as Chairman and Chief Executive Officer, must be the subject of an ex post vote by the Shareholders' Meeting called to approve the financial statements for the fiscal year ended December 31, 2025.

In the event of failure of the ex post vote on the compensation paid or granted to the Chairman and Chief Executive Officer, no variable or exceptional components of compensation could be paid to him.

In the event of failure of the ex post vote on the information presented in the Corporate Governance Report relating to compensation of company officers in compliance with Article L. 22-10-9 of the French Commercial Code (*Code de commerce*), the Board of Directors would then submit a revised policy to the subsequent Shareholders'

Meeting. Payment of Directors' compensation would be suspended until the vote at such subsequent Shareholders' Meeting. In the event of a negative vote on the revised compensation policy proposal, the compensation would not be paid.

#### 2.2.1. Compensation of the Chairman and Chief Executive Officer for fiscal year ending December 31, 2025

The elements of compensation and benefits paid or granted to Daniel Harari, Chairman and Chief Executive Officer, in respect of fiscal year 2025, and set out below, are consistent with the compensation policy, as determined by the Board of Directors during its meeting on February 27, 2025 and approved with a 94.80% vote at the Shareholders' Meeting of April 25, 2025.

#### Summary table of the elements of compensation paid or granted to Daniel Harari, Chairman and Chief Executive Officer of Lectra, in respect of fiscal year 2025, submitted for approval by the Annual Shareholders' Meeting on April 29, 2026

Components of compensation	Amount	Comments
Annual fixed compensation	€420,000 (amount paid)	<p>On a recommendation by the Compensation Committee, the Board of Directors, at its meeting on February 27, 2025, decided to maintain at €420,000 the gross annual fixed compensation of Daniel Harari, in his capacity as Chairman and Chief Executive Officer, for fiscal year 2025.</p> <p>Daniel Harari therefore received gross compensation of €420,000 in respect of the period from January 1, 2025 to December 31, 2025. This compensation was paid on a monthly basis.</p>
Annual variable compensation	€49,939 (subject to approval by the Shareholders' Meeting of April 29, 2026)	<p>On a recommendation by the Compensation Committee, the Board of Directors, at its meeting on February 27, 2025, decided to maintain at €420,000 – subject to achieving objectives – the gross annual variable compensation of Daniel Harari, in his capacity as Chairman and Chief Executive Officer, for fiscal year 2025.</p> <p>Regarding fiscal year 2025, the Board of Directors, on a proposition from the Compensation Committee, decided, at its meeting on February 27, 2025, to set six performance criteria, three criteria for the Strategic Scorecard and three criteria for the Sustainability Scorecard, which are detailed below.</p> <p>The criteria for the Strategic Scorecard and weightings were set taking into account the 2023-2025 strategic roadmap and reflect the Company's strategy of profitable sales activity and earnings growth. They are calculated excluding the variations in exchange rates.</p> <p>(i) EBITDA before non-recurring items (40%); (ii) the contribution value of the growth in commercial activity (30%); and (iii) the protection and growth of recurring contracts (30%).</p> <p>The Sustainability Scorecard criteria and weightings reflect the Group's objectives described in the 2024 Sustainability Report:</p> <p>(i) advancement in the rankings of specialist non-financial rating organizations (40%); (ii) the increase in the engagement rate of the teams (40%); (iii) the progress of the climate transition plan (20%).</p> <p>For each of the six criteria, the variable compensation is equal to zero below specified thresholds, equal to 100% if the annual objectives are achieved, and capped at 200% if the annual objectives are exceeded. Between these thresholds, it is calculated on a straight-line basis. These results are then weighted by the relative weight of each criterion.</p> <p>The result of the Sustainability Scorecard is then used as a bonus or penalty factor to adjust the results of the Strategic Scorecard criteria. Accordingly, if the result for the sustainability criteria is zero, the result for the Strategic Scorecard is multiplied by 75%. If the result is 200%, the result for the Strategic Scorecard is multiplied by 125% (but cannot exceed 200%).</p> <p>The variable compensation is accordingly equal to 0% if none of the thresholds is met and is capped at 200% of the target-based variable amount if the annual objectives are exceeded for all the criteria and cause each to be capped at 200%. The fixed compensation and the variable compensation for the Chairman and Chief Executive Officer each account for 50% of the total target-based compensation. The actual total compensation can therefore vary, depending on performance, between 50% and 150% of the annual target-based amount. In other words, variable compensation is between 0 and 200% of fixed</p>

Components of compensation	Amount	Comments
		<p>compensation.</p> <p>At its meeting on February 11, 2026, the Board of Directors, on a proposal by Compensation and Sustainability Committees, determined the degree to which the above performance criteria had been achieved for 2025:</p> <p>→ <b>Strategic Scorecard criteria:</b></p> <p>(i) 0.77% for EBITDA before non-recurring items;                      (ii) 35.76% for the contributive value of the growth in commercial activity;                      (iii) 0.00% for the protection and growth of recurring contracts.</p> <p>→ <b>Sustainability Scorecard criteria:</b></p> <p>(i) 190.00% for the advancement in the rankings of specialist non-financial rating organizations;                      (ii) 75% for the increase in the engagement rate of the teams;                      (iii) 125% for the progress of the climate transition plan.</p> <p>In total, the percentage obtained for the variable portion of Daniel Harari's compensation represented 11.89% of the total amount set for achieving the annual performance objectives (19.33% in 2024), and his variable compensation in respect of fiscal year 2025 was therefore €49,939 (€81,167 in 2024).</p>
<b>Multiyear variable compensation</b>	N/A	Daniel Harari receives no multi-year variable compensation.
<b>Exceptional compensation</b>	N/A	Daniel Harari receives no extraordinary compensation.
<b>Stock options, performance-related shares or other long-term benefits</b>	N/A	Daniel Harari receives no stock options, performance-related shares or other long-term benefits.
<b>Compensation in his capacity as Director</b>	€52,000	In keeping with the rules for allocation of Directors' compensation, as determined at its meeting on February 23, 2022, the Board of Directors, at its meeting on February 11, 2026, decided to allocate to Daniel Harari the amount of €52,000 in his capacity as Director in respect of the fiscal year ended December 31, 2025.
<b>Value of benefits in kind</b>	€8,010	The only benefit in kind corresponds to the tax value of the use of the company car, which amounted to €8,010 for the fiscal year ended December 31, 2025.
<b>Termination payment</b>	N/A	No termination payment is planned for Daniel Harari.
<b>Indemnifications relating to a non-competition clause</b>	N/A	There is no commitment to provide Daniel Harari with indemnification relating to a non-competition clause.
<b>Collective benefit schemes</b>	N/A	Daniel Harari does not benefit from any collective benefit scheme.
<b>Supplementary pension scheme</b>	N/A	Daniel Harari does not benefit from any supplementary pension scheme.

Achievement of variable annual compensation criteria of the Chairman and Chief Executive Officer

Quantitative performance criteria	Calculation of the variable compensation percentage achievement					Amount allocated
	Weighting of criterion	Minimum 0%	Objective 100%	Maximum 200%	Percentage achieved	
<b>STRATEGIC SCORECARD</b>						
EBITDA before non-recurring items	40%	Objective minus €29.5 million	Objective	Objective plus €14.7 million	0.77%	
Contributive value of growth in sales activity	30%	75% of the objective	Objective	125% of the objective	35.76%	
Progress in recurring contracts	30%	Objective minus €5 million	Objective	Objective plus €3 million	0.00%	
<b>Sub-total Strategic Scorecard</b>	<b>100%</b>				<b>11.04%</b>	
<b>SUSTAINABILITY SCORECARD</b>						
Progress in raising non-financial ratings by independent rating agencies, including	40%				190.00%	
■ EcoVadis		Objective minus 10 points	Objective	Objective plus 5 points		
■ Ethifinance ESG Ratings		Objective minus 10 points	Objective	Objective plus 5 points		
Progress in raising the employee engagement rate	40%	Objective minus 8 points	Objective	Objective plus 4 points	75%	
Progress of the climate transition plan	20%				125.00%	
<b>Sustainability Scorecard sub-total</b>	<b>100%</b>				<b>131.00%</b>	
<b>Bonus or penalty factor on the Sustainability Scorecard</b>					107.75%	
<b>Percentage achievement and amount of variable compensation</b>	<b>100%</b>				<b>11.89%</b>	<b>€49,939</b>

#### Summary of the Chairman and Chief Executive Officer’s compensation in respect of 2025

Following the recommendations in Article 27 of the AFEF-MEDEF Code, the table below presents the fixed and variable compensation (gross amounts before social contribution deductions) assuming

fulfilment of annual targets and the actual compensation effectively earned, in respect of the fiscal year ended December 31, 2025:

→ Table summarizing the fixed and variable annual compensation of the Chairman and Chief Executive Officer

Daniel Harari, Chairman and Chief Executive Officer	2025			2024		
	Compensation assuming fulfilment of annual targets	Actual compensation earned in respect of the fiscal year	% Actual compensation/ Compensation assuming fulfilment of annual targets	Compensation assuming fulfilment of annual targets	Actual compensation earned in respect of the fiscal year	% Actual compensation/ Compensation assuming fulfilment of annual targets
(in euros)						
Fixed compensation	420,000	420,000	100%	420,000	420,000	100%
Variable compensation	420,000	49,939	12%	420,000	81,167	19%
<b>Total</b>	<b>840,000</b>	<b>469,939</b>	<b>56%</b>	<b>840,000</b>	<b>501,167</b>	<b>60%</b>

The table below shows fixed and variable compensation (gross amounts before deduction of social contributions), benefits in kind, and compensation in his capacity as Director due in respect of fiscal year ended December 31, 2024 and amounts actually paid in the year:

→ Table summarizing the compensation of the Chairman and Chief Executive Officer

Daniel Harari, Chairman and Chief Executive Officer	2025		2024	
	Amounts earned in respect of the fiscal year	Amounts paid in the year	Amounts earned in respect of the fiscal year	Amounts paid in the year
(in euros)				
Fixed compensation	420,000	420,000	420,000	420,000
Variable compensation <sup>(1)</sup>	49,939	81,186	81,167	119,448
Extraordinary compensation	N/A	N/A	N/A	N/A
Compensation in his capacity as Director	52,000	52,000	52,000	53,000
Benefits in kind <sup>(2)</sup>	8,010	8,010	8,876	8,876
<b>Total</b>	<b>529,949</b>	<b>561,196</b>	<b>562,043</b>	<b>601,324</b>

(1) A non-material difference of €19 between the amount of variable compensation due in respect of 2024 and the amount actually paid is due to a rounding error and will be adjusted using the variable compensation paid in 2026.

(2) Amounts shown under benefits in kind correspond to the value of the use of a company car.

#### Draft resolution submitted to the Shareholders’ Meeting

“Sixth resolution: approval of the fixed and variable components making up the total compensation and benefits paid or granted in respect of the fiscal year ended December 31, 2025 to Daniel Harari, Chairman and Chief Executive Officer

The Shareholders’ Meeting, voting on the *quorum* and majority conditions for Ordinary Shareholders’ Meeting, and having reviewed

the Report of the Board of Directors prepared in compliance with the provisions of Article L. 22-10-34 of the French Commercial Code (*Code de commerce*) and consulted in application of this provision, approves the fixed and variable components making up the total compensation and benefits paid or granted in respect of the fiscal year ended December 31, 2025 to Daniel Harari in his capacity as Chairman and Chief Executive Officer of the Company, as described in section 2.2.1 of the Corporate Governance Report.”

#### 2.2.2. Directors’ compensation in respect of fiscal year 2025

Directors’ compensation in respect of fiscal year 2025, is consistent with the compensation policy, which was set by the Board of Directors at its meeting on February 23, 2022, then confirmed on February 23, 2023, February 28, 2024 and February 26, 2025, and approved by a 99.84% vote at the Shareholders’ Meeting of April 25, 2025.

In accordance with the decision of the Annual Shareholders’ Meeting of April 29, 2022, the maximum amount of compensation is set at €480,000 starting in fiscal year 2022 and until a new decision is made.

In respect of fiscal year 2025, a total gross amount of €425,122 was granted as compensation for the members of the Board of Directors, it being specified that the compensation amounts, as set out in the table below, will be paid to the Directors after the Annual Shareholders’ Meeting of April 29, 2026.

The rules for apportionment, which have been applied to determine each Director’s compensation for fiscal year 2025, are set out in section 2.1.2 of this Report.

It is specified that:

- the Directors, other than the Chairman and Chief Executive Officer, have received no other form of compensation from the Company or from any company in the Lectra group; the detail of the compensation due or paid to the Chairman and Chief Executive Officer is set out in section 2.2.1 of this Report;
- the Directors benefited from the direct payment by the Company or reimbursement, on the basis of receipts, of expenses incurred for attending the meetings of the Board of Directors and the Specialized Committees.

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### → Table on the compensation of the Directors

	Compensation in respect to 2025 <sup>(1)</sup> (in euros)			Compensation in respect of 2024 <sup>(1)</sup> (in euros)		
	Fixed portion	Variable portion	Total amount	Fixed portion	Variable portion	Total amount
<b>Directors in office</b>						
<b>Daniel Harari</b> , Chairman and Chief Executive Officer <sup>(2)</sup>	30,000	22,000	52,000	28,000	24,000	52,000
<b>Nathalie Rossiensky</b> <sup>(3)</sup> Lead Independent Director	33,500	41,500	75,000	20,000	45,000	65,000
<b>Céline Abecassis-Moedas</b> Independent Director	21,063	43,000	64,063	18,000	39,000	57,000
<b>Karine Calvet</b> Independent Director	16,000	29,000	45,000	15,000	33,000	48,000
<b>Pierre-Yves Roussel</b> Independent Director	20,126	23,000	43,126	15,000	22,000	37,000
<b>Jérôme Viala</b> Non-independent Director	16,000	43,000	59,000	10,205	24,000	34,205
<b>Hélène Viot-Poirier</b> Independent Director	25,000	43,000	68,000	18,000	46,000	64,000
<b>Directors whose terms of office have ended</b>						
<b>Jean Marie Canan</b> <sup>(4)</sup> (Non-independent Director)	-	-	-	4,713	16,500	21,213
<b>Ross McInnes</b> <sup>(5)</sup> Independent Director	8,433	10,500	18,933	23,000	39,000	62,000
<b>Total</b>	<b>170,122</b>	<b>255,000</b>	<b>425,122</b>	<b>151,918</b>	<b>288,500</b>	<b>440,418</b>

(1) Gross amounts

(2) This is the compensation allocated to Daniel Harari in his capacity as Director and Chairman of the Board of Directors. Compensation paid or earned in his capacity as Chief Executive Officer is set out in section 2.2.1 of this Report.

(3) The compensation as Lead Director for the 2025 fiscal year is for the period from April 25, 2025, as the term of office as Director of Ross McInnes expired at the close of the Board of Directors' meeting of April 24, 2025.

(4) Compensation for fiscal year 2024 is for the period from January 1, 2024 to April 24, 2024, Jean Marie Canan's term of office as Director having ended at the close of the Board of Directors' meeting of April 24, 2024.

(5) Compensation for the 2025 fiscal year is for the period from January 1 to April 24, 2025, as Ross McInnes ended his duties on April 24, 2025.

### 2.3 Yearly evolution of the Chairman and Chief Executive Officer's compensation over the past five years

Pursuant to Article L. 22-10-9 of the French Commercial Code (Code de commerce), set out in the tables below are:

- the equity ratios between the level of compensation of the Chairman and Chief Executive Officer and the average and median compensations of the Company's employees, as well as the evolution of these equity ratios over the past five fiscal years; and
- the yearly evolution of compensation of the Chairman and Chief Executive Officer, Lectra performance, average and median compensation of employees over the past five years.

As a reminder, Daniel Harari has served as Chairman and Chief Executive Officer since July 27, 2017, when the Board of Directors decided to combine the roles of Chairman and Chief Executive Officer.

The Company's method for calculating the pay equity ratios was established with reference to the AFEF guidelines for compensation ratios published January 28, 2020 and revised in February 2021, it being specified that:

- the scope used for calculating the equity ratios and compensation is that of the Group's parent company, which includes 91.15% of the workforce in France;
- the compensation used for calculating the ratios corresponds to total compensation paid to the Chairman and Chief Executive Officer and the Company's employees on a full-time equivalent basis in each fiscal year;

- the employees taken into account to calculate the denominator are employees continuously present in the Company's workforce between January 1 N-1 and December 31 of the relevant year, whether on permanent contracts, fixed-term contracts and work-study contracts, but not expatriates and interns;
- the compensation of the Chairman and Chief Executive Officer and employees of the Company comprises the aggregate annual gross amounts, subject to social security contributions, which include:
  - fixed compensation;
  - variable compensation paid during the relevant fiscal year in respect of the previous fiscal year;
  - various bonuses paid during the relevant year;
  - benefits in kind;
  - severance payments;
  - sums paid into the PERCO from time savings accounts;
  - miscellaneous compensation (e.g. in respect of a directorship);
  - amounts paid, invested or contributed to under the profit-sharing plan and the collective employee incentive plan; and
  - the value of stock options in accordance with IFRS standards.

This excludes indemnities or benefits in respect of retirement, dismissal, expiry of fixed-term employment contract and negotiated termination.

→ Yearly change in compensation of the Chairman and Chief Executive Officer, Company performance, average and median compensation of the Company's employees, and pay equity ratios

	2025	2024	2023	2022	2021
<b>Change in compensation paid to the Chairman and Chief Executive Officer</b>					
(in % and in euros)	-6.7% €561,196	-22.9% €601,325	-35.1% €779,652	144.5% €1,200,643	-28.4% €490,964
<b>Information on the listed parent Company scope</b>					
Change in the average compensation of employees, full-time equivalent (in % and in euros)	1.1% €62,027	-2.6% €61,333	4.2% €63,000	8.8% €60,486	4.7% €55,610
Average ratio and its evolution	9 -7.7%	10 -20.8%	12 -37.7%	20 124.8%	9 -31.6%
Change in the median compensation of full-time equivalent employees (in % and in euros) <sup>(1)</sup>	-0.6% €55,269	-1.0% €55,596	5.8% €56,152	7.1% €53,075	11.0% €49,537
Median ratio and its evolution <sup>(1)</sup>	10 -6.1%	11 -22.1%	14 -38.6%	23 128.2%	10 -35.5%
<b>Additional information on the broader scope</b>					
	N/A	N/A	N/A	N/A	N/A
<b>Group performance</b>					
Performance coefficient <sup>(2)</sup> for fiscal year N-1 used to determine the variable portion of company officers' compensation	19%	28%	76%	195%	13%
EBITDA before non-recurring items (in millions of euros)	79.7	91.1	79.0	98.4	65.1
Change in EBITDA before non-recurring items	-12.5%	15.3%	-19.7%	51.1%	

(1) A methodological error was identified in the ratios published in previous years: the median compensation of employees was calculated without taking into account full-time equivalents. Data have been recalculated and corrected for years N-4 to N. In accordance with the provisions of Article L. 225-37-3 of the French Commercial Code (Code de commerce) (amended by Article 187 of the PACTE law) and to ensure comparability of the data, the calculation of the median has been revised using the compensation of employees on a full-time equivalent basis for each of the last five fiscal years presented. The new values and the five-year change are shown in this table. The correction led to a decrease in the median ratio.

(2) This measures the percentage achievement of performance criteria that determines the annual variable compensation of the Chairman and Chief Executive Officer. The criteria are established and reviewed by the Board of Directors in light of the strategic roadmap. These criteria reflect the strategy of profitable sales activity and the annual percentage achievement measures Lectra's results for that year. Comparing percentage achievement in different years would not therefore be relevant, in that the indicators already relate to the achievement of performance targets in the year in question. The same criteria also apply to the members of the Executive Committee (excluding region leaders), and to certain managers in the Group, it being specified that there are differences in the weighting given to each criterion and the relative share of their target-based variable compensation. It is specified that the coefficient indicated for year N corresponds to the percentage achievement of criteria for year N-1 in order to align it with the impact of payment of the variable component in year N+1.

→ Draft resolution submitted to the Shareholders' Meeting

"Fifth resolution: approval of the information relating to the compensation of the company officers in respect of fiscal year ended December 31, 2025

The Shareholders' Meeting, voting on the *quorum* and majority conditions for Ordinary Shareholders' Meetings, and having reviewed

the Corporate Governance Report prepared in compliance with the provisions of Article L. 22-10-34 of the French Commercial Code (Code de commerce), approves the information mentioned in Article L. 22-10-9 of the French Commercial Code (Code de commerce) relating to the compensation of the company officers in respect of the fiscal year ended on December 31, 2025, as described in sections 2.2 and 2.3 of the Corporate Governance Report."

### 3. Market abuse prevention measures

In accordance with Regulation (EU) No. 596/2014 of the European Parliament and of the Council of April 16, 2014 on market abuse (the **Market Abuse Regulation**, MAR), recently modified by the Listing Act of November 14, 2024, the Board of Directors has adopted an internal insider trading prevention policy intended (i) to formalize the measures taken by the Company to prevent insider trading and the disclosure of privileged information; and (ii) to restate the legal and regulatory provisions governing transactions in Lectra securities by officers and senior executives, the obligations of confidentiality and abstention from trading imposed on insiders, and the administrative and penal sanctions incurred for failure to comply with them.

The information on this policy is made available to the company officers and Lectra employees, as well as to other insiders. The Board of Directors ensures that it is applied properly within the Group and updates it as required; the most recent update was October 30, 2024.

In compliance with Article 18 of the Market Abuse Regulation, as supplemented by the AMF guide to ongoing information and the management of privileged information No. 2016-08 of October 26, 2016, as modified on April 29, 2021, the Company:

- draws up, in an electronic format, a list of all persons, internally and externally, who have access to inside information;
- promptly updates the insider list (including the date and time of the update) in the following circumstances:
  - where there is a change in the reason for including a person already on the insider list;
  - where there is a new person who has access to inside information and needs, therefore, to be added to the insider list; and
  - where a person ceases to have access to inside information.
- provides this insider list as soon as possible by electronic means to the AMF at the latter's request;

- retains the insider list and previous versions of it for a period of at least five years after it is drawn up or updated; and
- takes all reasonable steps to ensure that any person included in the insider list acknowledges in writing the legal and regulatory duties entailed and is aware of the sanctions applicable to insider dealing and unlawful disclosure of inside information.

The Company's General Secretary is the referent person for all matters pertaining to the General Regulation of the AMF concerning the drawing up of lists of insiders. Her duties include adapting the guidelines published by Association Nationale des Sociétés par Actions (National Association of Joint-Stock Companies, ANSA) on the treatment of privileged information by issuers and drawing up the guide to procedures specific to the Company, preparing and maintaining up-to-date lists of permanent and occasional insiders, and notifying them individually in writing, accompanied by a memorandum spelling out these procedures.

In keeping with the Insider trading prevention policy, it is prohibited for all persons identified by the Company as permanent insiders or persons with regular access to privileged information, to buy or sell the Company's shares (including through the exercise of stock options) during the period (called "blackout periods") starting thirty calendar days before publication of annual, half-year and quarterly financial results and expiring two stock market trading days after this publication. These restrictions are consequently stricter than the obligation to abstain during the closed periods provided for in regulations. The calendar of blackout periods in the coming fiscal year is notified to all those people concerned at the end of each year.

The exercise of stock options during blackout periods is prohibited, even if the beneficiary were to hold any resulting shares until the expiration of the period.

However, as permitted under Article 19.12 of the Market Abuse Regulation, the Company may authorize a person discharging managerial responsibility to undertake such transactions:

- on a case-by-case basis due to the existence of exceptional circumstances, such as severe financial difficulty, which require the immediate sale of shares;
- either because of the specificities of the transaction concerned, in the case of transactions carried out within the framework of, or relating to, a shareholding scheme or employee savings plan, the completion of formalities;
- the exercise of rights attached to the shares, or transactions that do not involve a change in the holding of the security concerned.

In accordance with the Market Abuse Regulation, Article L. 621-18-2 of the French Monetary and Financial Code and Article 223-22 A of the General Regulation of the AMF, transactions in Lectra securities carried out by any of the following three categories of persons must be notified to the AMF by electronic means and to the Company within three business days of the transaction date:

- Senior executives of the Company (Directors and the Chairman and Chief Executive Officer);
- Senior executives, in the list established and kept up to date by the Board of Directors;
- Persons with close personal ties to the two preceding categories.

## 4. Procedures relative to the preparation and processing of accounting and financial information.

In addition to the risk management framework described in section 3 of the Management Discussion and Analysis, the Group has implemented precise procedures for the preparation and control of accounting and financial information, mainly reporting, budget procedures, and procedures for the preparation and verification of the consolidated financial statements. Their purpose is to ensure the quality of accounting and financial information communicated to the Executive Committee, management teams, the Audit Committee, the Board of Directors, and to the shareholders and the financial markets.

The Finance Department regularly identifies risks that could affect the compilation, the processing and the quality of accounting and financial information. It communicates continuously with the Group's Finance Departments to ensure that these risks are managed. This analysis is additional to the procedures described below to reduce the risks of error in the accounting and financial information published by the Company.

### 4.1 Reporting and budget procedures

The Group produces comprehensive, detailed financial reporting covering all aspects of the activities of each division. Reporting procedures are based primarily on the budgetary control system put in place. The annual budget is prepared centrally by the Group Finance Department management control teams. This detailed, comprehensive process includes setting the budgetary targets of each region and Group unit, together with indicators specific to each activity. It permits rapid identification of any deviation in actual of forecast results, and thereby minimizes the risk of error in the financial information produced.

### 4.2 Financial statements preparation and verification procedures

#### → Monthly financial results

The actual results of each Group entity are verified and analyzed monthly, and new forecasts for the current quarter are consolidated. Each deviation is identified and analyzed in detail in order to determine its causes, verify that procedures have been respected and financial information properly prepared.

#### → Quarterly Consolidation

Financial statements (statement of financial position, income statement, statement of cash flows, and statement of changes in equity) are consolidated on a quarterly basis. The process of preparing the consolidated financial statements comprises a large number of controls to ensure the quality of the information communicated by each of the companies and of the consolidation process itself. All Group subsidiaries employ the same standard consolidation reporting package for this purpose. Actual results are compared with forecasts received previously in the monthly reporting procedure.

Upon completion of the consolidation process, variances from forecasts for items in the income statement, statement of financial position and statement of cash flows are analyzed. The resulting financial statements are reviewed by the Chairman and Chief Executive Officer, the General Secretary and the Chief Financial Officer, in the course of preparing the work of the Board of Directors, and then submitted to the Audit Committee, before being reviewed and validated by the Board of Directors and published by the Company.

## 5. Related-party agreements and agreements entered into in the ordinary course of business

### 5.1 Procedure for evaluation and control of related-party agreements and agreements entered into in the ordinary course of business

Pursuant to Article L. 22-10-12 of the French Commercial Code (*Code de commerce*) and AMF Recommendation No. 2012-05 of July 2, 2012, as amended on April 29, 2021, the Board of Directors, at its meeting on July 27, 2020, adopted an internal charter on related-party agreements and agreements entered into in the ordinary course of business (the “**Charter**”).

This Charter, for the use of employees of the Lectra group and the members of the Board of Directors, aims:

- to formalize the methodology applied internally to identify and characterize the agreements entered into between Lectra and related parties;
- to restate the regulatory framework applicable to related-party agreements;
- to describe the procedure for regular evaluation of agreements entered into in the ordinary course of business.

The Charter takes into account, *inter alia*, the February 2014 study by Compagnie Nationale des Commissaires aux Comptes on related-party agreements and agreements entered into in the ordinary course of business.

All agreements that could potentially be considered related-party agreements for the Company are submitted, prior to conclusion, to the Finance Department and the Legal Department, which examine its characterization with the third parties concerned. Any conclusion, modification, renewal (including by tacit renewal) or cancellation of a related-party agreement is submitted to examination by the Audit Committee, and then to prior approval by the Board of Directors.

Furthermore, each year, at its meeting called for the closing of the annual financial statements, the Board of Directors examines all related-party agreements authorized in previous years. In this respect, it can reclassify any agreement when it is no longer considered a related-party agreement.

As it regards the monitoring of agreements entered into in the ordinary course of business that are exempt from the *ex-ante* legal control procedure, a report on agreements considered to be entered into in the ordinary course of business and concluded under normal conditions that were in force during the fiscal year ended, which is prepared by the Finance Department in collaboration with the Legal Department, is sent to the Audit Committee called upon to examine the financial statements for the fiscal year.

The Audit Committee's role is to verify that these agreements meet the conditions to be classified as agreements entered into in the ordinary course of business.

The Board of Directors is then called upon to confirm the classification. The Board of Directors may also decide to modify the classification criteria, and, if required, to reexamine any agreements which, at the time of the review, do not or no longer meet the new criteria.

Persons with a direct or indirect interest in any agreement do not participate in evaluating that agreement (whether in the Audit Committee or the Board of Directors).

The internal Charter on related-party agreements and agreements entered into in the ordinary course of business can be consulted on the Lectra website (<https://www.lectra.com/en/investors/corporate-governance/bylaws-and-rules>).

### 5.2 Agreements entered into in the ordinary course of business

Pursuant to Article L. 22-10-12 of the French Commercial Code (*Code de commerce*), and the internal Charter on related-party agreements and agreements entered into in the ordinary course of business, the Board of Directors at its meeting on February 11, 2026 conducted the annual review of agreements entered into in the ordinary course of business and under normal terms and conditions that were implemented or continued in effect in fiscal year 2025. After having assessed the terms and conditions of each of these agreements, the Board of Directors noted that (i) to date, there are no ordinary agreements other than those entered into between the Company and its subsidiaries, and (ii) all existing agreements between the Company and its subsidiaries are made in the ordinary course of business in relation to the corporate purpose of the companies concerned and are entered into under normal terms and conditions.

### 5.3 Related-party agreements and commitments

No related-party agreements within the meaning of Article L. 225-38 of the French Commercial Code (*Code de commerce*) were entered into during the fiscal year ended December 31, 2025.

It is also specified, in accordance with Article L. 225-37-4 of the French Commercial Code (*Code de commerce*), that to the Company's knowledge there are no agreements, other than those relating to ordinary transactions entered into under normal terms and conditions, whether directly or through an intermediary, between a company officer or a shareholder with over 10% of the Company's voting rights, on the one hand, and another company controlled by the Company within the meaning of Article L. 233-3 of the French Commercial Code (*Code de commerce*), on the other hand.

## 6. Financial authorizations and delegations

All financial authorizations and delegations in effect during fiscal year 2025, and, where applicable, utilizations thereof at December 31, 2025, are reported in the summary table below.

### Summary table of financial authorizations and delegations in effect during fiscal year 2025 and their utilization

Nature of authority/delegation	Date of Shareholders' Meeting (resolution number)	Duration (expiry date)	Maximum amount	Utilization
Authority to grant stock options <sup>(1)</sup>	Shareholders' Meeting of April 29, 2022 (resolution no.13)	38 months (June 28, 2025)	Maximum number of options: <b>1,200,000</b>	Utilization at Dec. 31, 2025 <sup>(2)</sup> : <b>1,081,392</b>
			Authorized amount of share capital increase: <b>€1,200,000</b>	Options remaining at Dec. 31, 2025: <b>0</b>

(1) The Shareholders' Meeting of April 29, 2022, authorized the issuance of up to 1,200,000 shares with a par value of €1.00. The maximum amount and the amounts utilized are indicated in par value of shares.

(2) For details on granting of stock options, see section 9.5 of the Management Discussion and Analysis.

## 7. Attendance at shareholders' meetings

### 7.1 Conditions for participation at Shareholders' Meetings

The right of attendance at shareholders' meetings, to vote by correspondence or to be represented, is subject to the following conditions:

- for registered shareholders: shares must be registered in their name or in the name of an authorized intermediary in the company register, which is maintained by Société Générale in its capacity as bookkeeper and Company agent, at zero hour, Paris time, on the fifth working day preceding the day set for the said meeting;
- for holders of bearer shares: receipt by the shareholders' meetings department of Société Générale of a certificate of attendance noting the registration of the shares in the register of bearer shares at zero hour, Paris time, on the fifth working day preceding the day set for the said meeting, delivered and transmitted to Société Générale by the financial intermediary (bank, financial institution or brokerage) that holds their account.

Shareholders are free to dispose of their shares in whole or in part until the time of the meeting. However, if the settlement of the disposal takes place before zero hour, Paris time, on the fifth working day preceding the day set for the said meeting, the financial intermediary that holds their account shall notify the disposal to Société Générale, and shall transmit the necessary information. The Company shall invalidate or modify the vote by correspondence, proxy vote, admission card or the certificate of attendance in consequence of the foregoing. However, if the settlement of the disposal takes place after zero hour, Paris time, on the fifth working day preceding the day set for the said meeting, the disposal will not be notified by the financial institution holding the account, nor taken into consideration by the Company for the purposes of attendance at the Shareholders' Meeting.

Any shareholder unable to attend the meeting in person may vote by correspondence or by proxy, including by electronic means, in

accordance with the terms and conditions set forth in the laws, regulations and by-laws, as specified in the notice of meeting.

Correspondence and proxy voting forms together with all documents and information relating to the meetings are available on the Company's website (<https://www.lectra.com/en/investors/shareholder-information/shareholders-meetings>) at least 21 days before the time of these meetings.

These documents are also obtainable on request, free of charge, from the Company. All correspondence or proxy voting forms must be received, in paper form or by electronic means, no later than the day preceding the shareholders' meeting, before 3pm, Paris time.

Written questions for submission to the meeting may be addressed to the Company at its headquarters: 16-18, rue Chaligny, 75016 Paris, France, or by electronic mail at the address indicated in the notice of meeting and the formal convocation, by the fourth working day preceding the day set for the meeting at the latest, and must be accompanied by proof of registration as a shareholder. Shareholders holding a fraction of the share capital defined in Articles L. 225-105 paragraph 2 and R. 225-71 paragraph 2 of the French Commercial Code (*Code de commerce*) must transmit any draft resolutions they wish to place on the agenda of the meeting at least 25 days prior to the date of the meeting.

As required in Article R. 22-10-24 (last paragraph) of the French Commercial Code (*Code de commerce*), notification of designation and revocation of a proxy may also be communicated electronically, by sending an electronically signed e-mail, employing a secure procedure for identification of the shareholder guaranteeing that the notification was effectively sent by the said shareholder, to the address indicated in the notice of meeting and the formal convocation.

Practical details will be communicated, for each shareholders' meeting, in the notice of meeting sent to the shareholders.

### 7.2 Voting rights: one share, one vote

Prior to the Extraordinary Shareholders' Meeting of April 25, 2025, only registered shares held before May 15, 2001 carried double voting rights, in accordance with the transitional provisions of the by-laws.

On April 25, 2025, the Special Shareholders' Meeting of holders of shares with double voting rights and the Extraordinary Shareholders' Meeting approved the cancellation of double voting rights and the

consequent amendment to the by-laws. This cancellation (i) brought the Company's practice in line with that of companies in other European countries, where the principle of "one share, one vote" is widely applied, and (ii) put an end to an inequality among shareholders, as this advantage was limited to an extremely small number of them and no other shareholders were entitled to it.

At December 31, 2025, all shares carry single voting rights.

## 8. Information concerning potentially material items in the event of a public tender offer

Under Article L. 22-10-11 of the French Commercial Code (*Code de commerce*), the following items are liable to be material in the event of a public tender offer:

- The structure of the Company's capital stock and direct or indirect shareholdings in the capital of the Company known to it, which are described in section 9 "Share capital – Shareholding structure – Share Price Performance" of the Management Discussion and Analysis;
- Any statutory restrictions on the exercise of voting rights and on the transfer of shares, which are described in the Company's by-laws, which is available on the Company's website (<https://www.lectra.com/en/investors/corporate-governance/bylaws-and-rules>);
- the rules governing the appointment and replacement of members of the Board of Directors and amendments to the Company by-laws, which are presented in the Company by-laws;

- The powers of the Board of Directors and in particular concerning the issuance or buyback of shares, which are described in section 1.4.1 "Roles and powers of the Board of Directors" of the present Corporate Governance Report, as well as in section 10 "Share repurchase program" of the Management Discussion and Analysis;
- The clauses of the loan agreement that would entitle the Company's lenders to demand early repayment in the event of a change in control of the Company are set out in note 22 of the consolidated financial statements;
- The decision of the Supervisory Board of the Company's employee investment fund (FCPE) on the potential contribution of the securities to purchase or exchange offers, in accordance with Article L. 214-165 of the French Monetary and Financial Code.

To the Company's knowledge there are no other elements that are liable to be of consequence in the event of a public tender offer for the shares of the Company.

The Board of Directors

February 26, 2026

# Consolidated financial statement

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# 1. Statement of consolidated financial position

ASSETS			
At December 31 (in thousands of euros)		2025	2024 <sup>(1)</sup>
Goodwill	note 6	345,464	369,470
Other intangible assets	note 7	155,529	188,036
Leasing rights-of-use	note 8	20,004	28,351
Property, plant and equipment	note 9	21,700	23,430
Investments in associates	note 10	4,614	3,854
Other non-current assets	note 11	19,083	13,078
Deferred tax assets	note 13	16,828	13,247
<b>Total non-current assets</b>		<b>583,222</b>	<b>639,467</b>
Inventories	note 14	56,099	63,423
Trade accounts receivable	note 15	85,528	102,601
Other current assets	note 16	28,946	28,293
Cash and cash equivalents	note 22	65,065	81,901
<b>Total current assets</b>		<b>235,638</b>	<b>276,218</b>
<b>Total assets</b>		<b>818,860</b>	<b>915,685</b>
LIABILITIES			
At December 31 (in thousands of euros)		2025	2024 <sup>(1)</sup>
Share capital	note 17	38,063	37,966
Share premium	note 17	144,526	142,869
Treasury shares	note 17	(885)	(937)
Currency translation adjustments	note 18	(1,484)	35,390
Retained earnings and net income		164,640	137,999
Non-controlling interests	note 2	15,432	21,063
<b>Total equity</b>		<b>360,294</b>	<b>374,350</b>
Retirement benefit obligations	note 19	10,502	10,930
Non-current lease liabilities	note 20	15,603	22,223
Minority shares purchase commitments	note 21	61,618	117,887
Deferred tax liabilities	note 13	14,805	19,012
Borrowings, non-current portion	note 22	70,901	86,773
Derivative financial instruments	note 22	413	664
<b>Total non-current liabilities</b>		<b>173,842</b>	<b>257,490</b>
Trade and other current payables	note 23	91,745	101,150
Deferred revenues	note 24	111,925	111,845
Current income tax liabilities	note 13	6,648	6,545
Current lease liabilities	note 20	9,759	9,941
Minority shares purchase commitments	note 21	40,458	29,766
Borrowings, current portion	note 22	15,488	15,704
Provisions for other liabilities and charges	note 25	8,701	8,893
<b>Total current liabilities</b>		<b>284,723</b>	<b>283,844</b>
<b>Total equity and liabilities</b>		<b>818,860</b>	<b>915,685</b>

(1) The 2024 amounts integrate Launchmetrics since January 23, 2024 (see note 2.31).

The notes are an integral part of the consolidated financial statements.

## 2. Consolidated income statement

Twelve months ended December 31 (in thousands of euros)		2025	2024 <sup>(1)</sup>
<b>Revenues</b>	note 28	506,734	526,674
Cost of goods sold	note 29	(137,472)	(149,801)
<b>Gross profit</b>	note 29	369,262	376,873
Research and development	note 30	(65,118)	(61,955)
Selling, general and administrative expenses	note 31	(265,973)	(265,663)
<b>Income from operations before non-recurring items</b>		38,170	49,255
Non-recurring expenses	note 34	(2,795)	(457)
<b>Income from operations</b>		35,376	48,798
Financial income	note 35	866	2,258
Financial expenses	note 35	(6,777)	(8,269)
Foreign exchange income (loss)	note 36	(401)	(2,189)
<b>Income before tax</b>		29,063	40,599
Income tax	note 13	(3,108)	(10,890)
Share of result from associates		(353)	(76)
<b>Net income</b>		25,602	29,632
<b>of which, Group share</b>		25,964	31,164
of which, Non-controlling interests		(362)	(1,532)
<i>(in euros)</i>			
Earnings per share, Group share:	note 37		
- basic		0.68	0.82
- diluted		0.68	0.82
Shares used in calculating earnings per share:			
- basic		37,949,825	37,873,739
- diluted		38,118,340	38,161,144
<i>(in thousands of euros)</i>			
Income from operations before non-recurring items		38,170	49,255
+ Net depreciation and amortization of non-current assets		41,553	41,859
<b>EBITDA before non-recurring items</b>		79,724	91,114

### STATEMENT OF COMPREHENSIVE INCOME

Twelve months ended December 31 (in thousands of euros)		2025	2024 <sup>(1)</sup>
<b>Net income</b>		25,602	29,632
Currency translation adjustments	note 18	(36,693)	18,762
Changes in fair value of hedging instruments		251	(664)
Tax effect	note 13	(65)	166
<b>Other comprehensive income to be reclassified in net income</b>		(36,507)	18,264
Remeasurement of the net liability arising from defined benefits pension plans	note 19	55	823
Tax effect	note 13	(12)	(182)
<b>Other comprehensive income not to be reclassified in net income</b>		43	641
Total other comprehensive income		(36,464)	18,905
<b>Comprehensive income</b>		(10,862)	48,537
Attributable to the Group		(10,688)	49,675
Attributable to non-controlling interests		(174)	(1,138)

(1) The 2024 amounts integrate Launchmetrics since January 23, 2024 (see note 2.31).

The notes are an integral part of the consolidated financial statements.

### 3. Consolidated statement of cash flows

Twelve months ended December 31 (in thousands of euros)		2025	2024 <sup>(1)</sup>
<b>I – OPERATING ACTIVITIES</b>			
Net income		25,602	29,632
Net depreciation and amortization (non-current assets)		41,553	41,859
Net depreciation and provisions (current assets)		4,130	1,209
Non-cash operating expenses	note 40	2,309	1,925
Loss (profit) on sale of fixed assets		(19)	39
Changes in deferred income taxes	note 13	(7,931)	(2,286)
Changes in inventories		3,617	4,943
Changes in trade accounts receivable		17,815	10,247
Changes in other current assets and liabilities		(10,188)	(1,084)
Changes in other operating non-current assets	note 41	(3,140)	1,831
<b>Net cash provided by (used in) operating activities</b>		<b>73,748</b>	<b>88,316</b>
<b>II – INVESTING ACTIVITIES</b>			
Purchases of intangible assets <sup>(2)</sup>	note 7	(6,203)	(4,236)
Purchases of property, plant and equipment	note 9	(3,816)	(2,534)
Proceeds from sales of intangible and tangible assets		226	286
Acquisition cost of companies purchased	note 2.31	-	(71,590)
Acquisition cost of equity investments	note 2	(1,400)	(3,782)
Purchases of financial assets	note 11	(9,439)	(5,721)
Proceeds from sales of financial assets	note 11	10,024	6,651
<b>Net cash provided by (used in) investing activities</b>		<b>(10,607)</b>	<b>(80,926)</b>
<b>III – FINANCING ACTIVITIES</b>			
Proceeds from issuance of ordinary shares by the parent company	note 17	1,755	2,225
Proceeds from issuance of ordinary shares to non controlling interests		278	228
Dividend paid	note 4	(15,199)	(14,113)
Payment of dividends paid to minority interests		(992)	-
Change in share of interests in controlled entities	note 21	(26,810)	(4,200)
Purchases of treasury shares	note 17	(9,118)	(5,289)
Sales of treasury shares	note 17	9,106	5,193
Subscription of long-term and short-term debt	note 42	-	99,012
Repayment of lease liabilities	note 20	(10,648)	(11,526)
Repayments of long-term and short-term borrowings	note 42	(16,034)	(115,755)
<b>Net cash provided by (used in) financing activities</b>		<b>(67,664)</b>	<b>(44,225)</b>
<b>Increase (decrease) in cash and cash equivalents</b>		<b>(4,523)</b>	<b>(36,834)</b>
<b>Cash and cash equivalents at opening</b>	note 22	<b>81,901</b>	<b>115,049</b>
Increase (decrease) in cash and cash equivalents		(4,523)	(36,834)
Effect of changes in foreign exchange rates		(12,313)	3,686
<b>Cash and cash equivalents at closing</b>	note 22	<b>65,065</b>	<b>81,901</b>
Net cash provided by (used in) operating activities		73,748	88,316
+ Net cash provided by (used in) investing activities		(10,607)	(80,926)
- Acquisition cost of companies purchased		-	71,590
- Acquisition cost of equity investments		1,400	3,782
- Repayment of lease liabilities		(10,648)	(11,526)
<b>Free cash flow</b>		<b>53,894</b>	<b>71,237</b>
Non-recurring items of the free cash flow		(3,140)	(875)
<b>Free cash flow before non-recurring items</b>	note 43	<b>57,034</b>	<b>72,112</b>
Income tax (paid) / reimbursed, net		(11,748)	(8,117)
Interest (paid) on lease liabilities		(877)	(777)
Interest (paid)		(4,375)	(6,299)

(1) The 2024 amounts integrate Launchmetrics since January 23, 2024 (see note 2.31).

(2) The 2025 amounts includes the payment of implementation costs for the new ERP for 3.8 million euros.

## 4. Statement of change in consolidated equity

(in thousands of euros, except for par value per share expressed in euros)		Share capital		Share premium	Treasury shares	Currency translation adjustments	Retained earnings and net income	Equity, Group share	Non controlling interests	Total equity	
	Note	Number of shares	Par value	Share capital							
<b>Balance at December 31, 2023</b>		<b>37,832,965</b>	<b>1.00</b>	<b>37,833</b>	<b>140,777</b>	<b>(885)</b>	<b>16,977</b>	<b>215,124</b>	<b>409,827</b>	<b>8,033</b>	<b>417,860</b>
Net income							31,164	31,164	(1,532)	29,632	
Other comprehensive income						18,414	98	18,511	392	18,903	
<b>Comprehensive income</b>						<b>18,414</b>	<b>31,261</b>	<b>49,675</b>	<b>(1,140)</b>	<b>48,535</b>	
Exercised stock options	17	133,309	1.00	133	2,092			2,225	228	2,453	
Fair value of stock options	17						1,419	1,419	67	1,486	
Sale (purchase) of treasury shares	17					(52)		(52)		(52)	
Profit (loss) on treasury shares	17						(85)	(85)		(85)	
Integration of Launchmetrics and minority shares purchase commitment <sup>(1)</sup>							(105,405)	(105,405)	17,277	(88,128)	
Discounting and revision of minority shares purchase commitments	21						7,256	7,256		7,256	
Purchase of Gemini minority stakes	2.31						2,045	2,045	(2,904)	(859)	
Dividend paid	4						(13,615)	(13,615)	(498)	(14,113)	
<b>Balance at December 31, 2024</b>		<b>37,966,274</b>	<b>1.00</b>	<b>37,966</b>	<b>142,869</b>	<b>(937)</b>	<b>35,390</b>	<b>137,999</b>	<b>353,287</b>	<b>21,063</b>	<b>374,350</b>
Net income							25,964	25,964	(362)	25,602	
Other comprehensive income						(36,874)	222	(36,652)	188	(36,464)	
<b>Comprehensive income</b>						<b>(36,874)</b>	<b>26,186</b>	<b>(10,687)</b>	<b>(174)</b>	<b>(10,861)</b>	
Exercised stock options	17	96,989	1.00	97	1,657		170	1,924	106	2,030	
Fair value of stock options	17						1,726	1,726		1,726	
Sale (purchase) of treasury shares	17					53		53		53	
Profit (loss) on treasury shares	17						(49)	(49)		(49)	
Discounting and revision of minority shares purchase commitments	21						5,285	5,285		5,285	
Purchase of Gemini minority stakes	21						(477)	(477)		(477)	
Purchase of Launchmetrics minority stakes	21						8,116	8,116	(4,162)	3,954	
Purchase of Neteven minority stakes	21						(40)	(40)	125	85	
Purchase of Glengo minority stakes	21						629	629	(469)	160	
Others variations							294	294	(67)	227	
Dividend paid	4						(15,199)	(15,199)	(990)	(16,189)	
<b>Balance at December 31, 2025</b>		<b>38,063,263</b>	<b>1.00</b>	<b>38,063</b>	<b>144,526</b>	<b>(885)</b>	<b>(1,484)</b>	<b>164,640</b>	<b>344,862</b>	<b>15,432</b>	<b>360,294</b>

(1) The 2024 amounts integrate Launchmetrics since January 23, 2024 (see note 2.31).

The notes are an integral part of the consolidated financial statements.

## Notes to the consolidated financial statements

All amounts in the tables are in thousands of euros, unless otherwise indicated.

The Lectra group, hereafter “**the Group**” or “**Lectra**”, refers to Lectra SA, hereafter “**the Company**”, and its subsidiaries. The Group’s consolidated financial statements were drawn up by the Board of Directors on February 26, 2026 and will be submitted to the Shareholders’ Meeting for approval on April 29, 2026.

### NOTE 1 THE GROUP’S ACTIVITY

At the forefront of innovation since its founding in 1973, Lectra provides industrial intelligence technology solutions combining Software-as-a-Service (SaaS) solutions, cutting equipment, data, and associated services to players in the fashion, automotive and furniture industries.

With boldness and passion, Lectra accelerates the transformation and success of its customers in a world in perpetual motion thanks to the key technologies of Industry 4.0: artificial intelligence, big data, cloud and the Internet of Things.

These solutions support customers in achieving their strategic objectives: boosting productivity; cutting costs; reducing time-to-market; tackling globalization challenges; enhancing product quality; increasing production capacity; developing brands; and improving marketing campaign impact all while ensuring sustainable growth.

The Group is present in more than one hundred countries. It operates three production sites for its cutting equipment, located in France, China and the United States.

The company is listed on Euronext, and is included in CAC All Shares, CAC Technology, EN Tech Leaders and ENT PEA-PME 150 indices.

#### A unique offer

Lectra has an unparalleled understanding of its customers’ business and technological leadership that enables it to offer a portfolio of innovative products that combine:

- SaaS solutions: optimization of industrial processes from design through production, all the way up to market launch;
- Connected and intelligent industrial equipment: soft materials cutting (fabric, leather, composite materials and technical textiles);
- Data: solutions to collect, organize and harness data to make well-informed decisions;
- Services: consulting, training, support and maintenance to maximize the value provided by our solutions.

#### The Lectra 4.0 strategy, a long-term vision

Launched in 2017, the Lectra 4.0 strategy aims to position the Group as a key Industry 4.0 player in its three strategic market sectors (fashion, automotive and furniture) by 2030. It is based on five pillars:

- Premium positioning;
- Focus on three strategic market sectors;
- Customers at the heart of the Group’s activities;
- New 4.0 services;
- A committed sustainability policy.

This strategy is implemented through successive three-year roadmaps. The Group’s particularly solid financial fundamentals allow it to execute these plans with confidence:

- A wide distribution of activities across various sectoral and geographical markets with different purchasing cycles, as well as a large number of customers worldwide;
- A significant proportion of recurring revenues (over 70%), with margins covering nearly all fixed overhead costs;
- The generation of major annual free cash flow, significantly exceeding net income.

#### 50 years of innovation

Significant investments in innovation and R&D are at the core of the strategy, with over 12% of revenues and almost 25% of employees dedicated to these initiatives each year. Since 2018, all new software is solely available in SaaS mode. This model has been widely adopted by customers, as evidenced by a three-fold increase in SaaS revenues between 2023 and 2025, reaching €89 million (representing 18% of total revenues).

#### Successful external growth operations

Since 2018, the Group has made nine acquisitions and two strategic partnerships. These acquisitions have allowed it to consolidate its market shares by integrating companies operating within the same industries, and accessing technological building blocks and offers that round out its portfolio.

#### A decades-long dedication to durability

Committed to sustainability, Lectra has set high standards in terms of transparency and ethics. It is actively involved in contributing to the conservation and protection of the environment, providing a work environment where all employees feel fulfilled and valued, and giving future generations the means to become leaders in their fields.

#### Passionate employees

Lectra can rely on the skills and expertise of nearly 2,800 employees across the world. Driven by three core values – being open-minded thinkers, trusted partners and passionate innovators – they work daily alongside the Group’s customers to ensure their success.

## NOTE 2 BASIS FOR PREPARATION, ACCOUNTING RULES AND METHODS

### NOTE 2.1 CURRENT ACCOUNTING STANDARDS AND INTERPRETATIONS

The financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) published by the International Accounting Standards Board as adopted by the European Union, and available for consultation on the European Commission website:

[https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/financial-reporting\\_en](https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/financial-reporting_en)

The consolidated financial statements at December 31, 2025 have been prepared in accordance with the same rules and methods as those applied in the preparation of the 2024 annual financial statements. They have been prepared under the responsibility of the Board of Directors and approved at its meeting of February 26, 2026.

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The Group's financial statements are not impacted in 2025 by changes in standards, amendments and interpretations.

At the reporting date, the Group has not applied early the following standards, amendments and interpretations, adopted by the European Union, and whose application is mandatory for fiscal years beginning after December 31, 2025:

- Amendments to IFRS 9 – Financial Instruments and IFRS 7 – Financial Instruments: disclosures, including limited clarifications and additional disclosure requirements;
- IFRS 18 – Presentation and Disclosure in Financial Statements, which will replace IAS 1 and introduce new requirements relating to the structure and content of the income statement, performance sub-totals and disclosures in the notes to the financial statements, applicable to fiscal years beginning on or after January 1, 2027;
- Various amendments to existing standards adopted by the European Union, mainly concerning clarifications of limited scope and information to be provided in the notes to the financial statements.

The Group does not anticipate any significant effects on the consolidated financial statements related to this text.

As of the reporting date, the following standards, amendments and interpretations, published by the IASB but not yet adopted by the European Union, are not applicable to the consolidated financial statements at December 31, 2025:

- IFRS 19 – Subsidiaries without Public Accountability: Disclosures, applicable to fiscal years beginning on or after January 1, 2027;
- Other annual amendments and improvements to IFRS standards published by the IASB, for which the adoption process by the European Union is underway at the reporting date.

The Group is closely monitoring developments in the process of adoption of these texts by the European Union and has carried out a preliminary analysis of their potential impacts.

### NOTE 2.2 BASIS FOR PREPARATION

The Group's consolidated financial statements are prepared on going-concern and a historical cost basis with the exception of the assets and liabilities listed below:

- Cash equivalents, recorded at fair value through profit or loss;
- Loans and receivables, together with borrowings and financial debts, trade payables and other current payables, recognized at their amortized cost;
- Derivative financial instruments, recorded at fair value through profit or loss, or other comprehensive income. The Group uses such instruments to hedge against foreign exchange risk (see note 3 "Risk management policy").

Current assets comprise assets linked with the normal operating cycle of the Group, assets held with a view to disposal within the next twelve months after the close of the financial year, together with cash and cash equivalents. All other assets are non-current. Current liabilities comprise debts maturing in the course of the normal operating cycle of the Group or within the next twelve months after the close of the financial year.

### NOTE 2.3 GOODWILL

Goodwill relates solely to controlled entities. Other interests held are either accounted for under the equity method for entities held under significant influence, or classified as non-current financial assets.

Goodwill is calculated at the acquisition date, as the difference between (i) the total of the fair value of the consideration transferred and the amount of non-controlling third-party interest in the acquiree, and (ii) the net of the amounts of the identifiable assets acquired and the liabilities assumed.

Goodwill recognized in a foreign currency is translated at the year-end exchange rate.

Each goodwill is allocated to one of the three regions of the Group, which are made up by one or several Cash Generating Units (CGU).

Taking into account expected future revenue streams, goodwill is tested for possible impairment loss at each closing date, or during the year when there is indication that it may be impaired.

### NOTE 2.4 OTHER INTANGIBLE ASSETS

Intangible assets are carried at their purchase price less cumulative amortization and impairment, if any.

Amortization is charged on a straight-line basis depending on the estimated useful life of the intangible asset.

#### Internal software and developments

This item contains only software utilized for internal purposes, which is amortized on a straight-line basis over a minimum of three years.

In addition to expenses incurred in the acquisition of software licenses, the Group also activates direct software development and configuration costs, comprising personnel costs for personnel involved in development of the software and external expenses directly relating to these items.

For software in SaaS mode, these costs are capitalized as intangible assets only if the implementation results in the creation of additional code that is separate from the SaaS subscription, controlled by the Group, and meets the definition of an intangible asset.

#### Technology, patents and trademarks

The Group is not dependent on any patents or licenses that it does not own.

Patents, trademarks and associated costs are amortized on a straight-line basis over three to fifteen years. The amortization period reflects the rate of consumption by the Company of the economic benefits generated by the asset.

Technology acquired through business combinations and valued at the time of acquisition are amortized on a straight-line basis over six to ten years.

In terms of intellectual property, no patents or other industrial property rights belonging to the Group are currently under license to third parties.

The rights held by the Group, in particular those relating to its design and publishing software, are used commercially with its customers.

The Group does not activate any internally-generated expense relating to patents and trademarks.

#### Customer relationships

Customer relationships acquired through business combinations are valued at the time of acquisition and amortized on a straight-line basis over fifteen years.

#### Other

Other intangible assets are amortized on a straight-line basis over two to five years.

### NOTE 2.5 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment is carried at cost less accumulated depreciation and impairment, if any.

When a tangible asset comprises significant components with different useful lives, the latter are analyzed separately. Consequently, costs incurred in replacing or renewing a component

## 04 – CONSOLIDATED FINANCIAL STATEMENT

of a tangible asset are booked as a distinct asset. The carrying value of the component replaced is written-off.

Moreover, the Group considers that there is no residual value on its assets. At each closing date, the useful life of assets is reviewed and adjusted as required.

Subsequent expenditures relating to a tangible asset are capitalized if they increase the future economic benefits of the specific asset to which they are attached. All other costs are expensed directly at the time they are incurred.

Financial expense is not included in the cost of acquisition of property, plant and equipment. Investment subsidies received are deducted from the value of tangible assets. Depreciation is computed on this net amount.

Losses or gains on disposals of assets are recognized in the income statement under caption "Selling, general and administrative expenses".

Depreciation is computed on the straight-line method over their estimated useful lives as follows:

- buildings and building main structures: 20-35 years;
- secondary structures and building installations: 15 years;
- fixtures and installations: 5-10 years;
- land arrangements: 5-10 years;
- technical installations, equipment and tools: 4-10 years;
- office equipment and computers: 3-5 years;
- office furniture: 5-10 years.

### NOTE 2.6 LEASES

In accordance with IFRS 16, Leases, all leases eligible under the criteria of the standard are reported by recognizing a right-of-use asset and a liability corresponding to the present value of the future lease payments.

#### Measurement of right-of-use assets

On the commencement date of the lease, the right-of-use asset is assessed at cost and includes the initial amount of the lease liability plus any lease payments prepaid to the lessor, net of any incentives received from the lessor.

The right-of-use asset is subject to straight-line depreciation over the lease term determined to measure the lease liability and corresponds to the period of the obligation, taking account of periods covered by renewal options that are reasonably certain to be exercised, and by termination options that are reasonably certain not to be exercised.

#### Measurement of lease liabilities

On the commencement date of the lease, the lease liability is recorded as the present value of future lease payments over the term of the lease.

For its leases in France, the Group has chosen the duration corresponding to the first option of exit without penalty. It has signed a firm six-year lease for its Paris headquarters.

Other property leases entered into by subsidiaries do not contain renewal options exercisable at the sole discretion of the lessee.

The discount rates used by the Group correspond to the rates at which Group companies would be able to subscribe a financial borrowing (incremental borrowing rate). They are determined based on the interest rate of the bank loan the Group took out on June 2025, and then adjusted using a credit spread by currency and maturity.

The lease liability is measured including the amounts of the following payments:

- fixed lease payments;

- variable lease payments that depend on a rate or an index, using the rate or index at the commencement date of the lease;
- payments to be made by the lessee in respect of a residual value guarantee;
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option;
- penalties to be paid in the event an option was exercised for termination or non-renewal of the lease, if the lease term reflects the assumption that the lessee would exercise that option.

The lease liability evolves over time in the following way:

- it increases by the amount of interest expense computed by applying the discount rate to the liability, at the start of the period. The discount rates applied are based on the incremental borrowing rates per company and per currency, notably taking account of each country's specific economic environment;
- and it is reduced by the amount of payments made.

The interest expense for the period, as well as variable payments not taken into account during the initial assessment of the liability that were incurred during the period in consideration, are booked as expenses.

Furthermore, the liability may be reassessed in the following circumstances:

- modification of the lease term;
- modification relating to the reasonable degree of certainty (or otherwise) that the lessee will exercise an option to purchase the underlying asset;
- reassessment relating to residual value guarantees;
- changes in the rates or indexes used to determine the lease payments when the payment adjustment occurs.

On the balance sheet, the Group distinguishes between long-term lease liabilities and short-time lease liabilities based on a maturity schedule (see note 20).

#### Types of leases

The Group rents its offices in most of the countries where it operates, as well as its two industrial facilities of Tolland (United States) and Suzhou (China), with the notable exception of the Bordeaux-Cestas site, which it owns. Furthermore, the leases within the scope of IFRS 16 also include leases for vehicles and for IT equipment hardware.

#### Exemptions

As authorized by IFRS 16, the Group does not recognize on the balance sheet: short-term leases (lease term less than or equal to 12 months) and leases of low-value items (threshold at \$5,000).

### NOTE 2.7 IMPAIRMENT OF FIXED ASSETS – IMPAIRMENT TESTS

When events or changes in the market environment, or internal factors, indicate a potential impairment of value of goodwill, other intangible assets, property, plant and equipment, or right-of-use assets net of lease liabilities, these are subject to impairment testing. Impairment tests on goodwill are carried out systematically at least once a year.

In order to be tested, assets are regrouped within Cash Generating Units (CGU), defined as the smallest group of assets generating cash inflows deriving from their continuous use, largely independent from cash inflows generated by other assets.

Goodwill resulting from business combinations is allocated to the CGUs or groups of CGUs likely to benefit from the combination synergies.

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### Goodwill

The impairment test compares the carrying value of a group of CGUs, including goodwill, with the recoverable value of the same group of CGUs. The latter is defined as the higher of the asset's fair value less costs to sell and value in use determined as the present value of future cash flows attached to them, excluding interest and tax. The results utilized are derived from the Group's three-year plan. Beyond the time frame of the three-year plan, cash flows are projected to infinity, the assumed growth rate being dependent on the growth potential of the markets and/or products concerned by the impairment test. The discount rate is computed under the Weighted Average Cost of Capital (WACC) method, the cost of capital being determined by applying the Capital Asset Pricing Model (CAPM). If the impairment test reveals an impairment of value relative to the carrying value, an irreversible impairment loss is recognized to reduce the carrying value of the goodwill to its recoverable amount. This charge, if any, is recognized under "Goodwill impairment" in the income statement.

### Other fixed assets

Other intangible assets and property, plant and equipment are tested by comparing the carrying value of each relevant group of assets (which may be an isolated asset or a CGU) with its recoverable amount. If the latter is lower than the carrying value, an impairment charge equal to the difference between these two amounts is recognized. The recognition of an impairment loss entails a revision of the depreciable basis and the depreciation schedule of the fixed assets concerned. Depending on the nature and use of the fixed assets, this expense is recognized in depreciation and amortization under "Cost of goods sold" or "Selling, general and administrative expenses" in the income statement. The value loss recognized can be recovered at a later stage in case of a decrease of the loss.

### NOTE 2.8 OTHER NON-CURRENT ASSETS

This item mainly comprises the long-term portion of the research tax credit receivable, equity investments and, where applicable, receivables relating to financial investments in non-consolidated companies.

Non-consolidated equity investments are recorded at fair value through profit or loss, as required by IFRS 9.

### NOTE 2.9 DEFERRED TAXES

Deferred income tax is accounted for using the liability method on temporary differences arising between the carrying value and tax value of assets and liabilities shown in the statement of financial position. The same is true for tax loss carry-forwards.

Deferred taxes are calculated at the future tax rates enacted or substantially enacted at the fiscal year closing date.

For a given fiscal entity, assets and liabilities are netted where taxes are levied by the same tax authority, and where permitted by the local tax authorities.

Deferred tax assets are recognized where their future utilization is deemed probable in light of expected future taxable profits: for this, the Group generally retains a horizon of five years and takes into account, in addition to the outlook for future profits, the existence of deferred tax liabilities.

### NOTE 2.10 INVENTORIES

Inventories of raw materials are valued at the lower of purchase cost (including related costs) and their net realizable value. Finished goods and works-in-progress are valued at the lower of standard industrial cost (adjusted at year end on an actual cost basis) and their net value.

The purchase cost of raw materials and the industrial cost of works-in-progress and finished goods is calculated with the weighted-average cost method.

Net realizable value is the estimated selling price in the normal course of business, less the estimated cost of completion or upgrading of the product and unavoidable selling costs.

Inventory cost does not include interest expense.

A write-down is recorded if the net value is lower than the carrying value.

Write-downs on inventories of consumables and parts are calculated by comparing carrying value and probable net value considering a precise analysis of the rotation and obsolescence of inventory items, taking into account the global consumption of items for maintenance and after-sales services activities, and changes in the ranges of products marketed.

### NOTE 2.11 TRADE ACCOUNTS RECEIVABLE

Trade accounts receivable are originally accounted for in the statement of financial position at their fair value, and thereafter at their amortized cost, which generally corresponds to their par value. Impairment is recorded based on expected credit losses over the lifetime of receivables according to IFRS 9 and also on the basis of the risk of non-collectability of the receivable, measured on a case-by-case basis in light of how long they are overdue, the results of reminders sent out, the local payment practices, and the risks specific to each country.

Owing to the very short collection periods, trade accounts receivable are not discounted.

### NOTE 2.12 CASH AND CASH EQUIVALENTS

Cash (as shown in the cash flow statement) is defined as the sum of cash and cash equivalents, less bank overdrafts if any. Cash equivalents may comprise negotiable certificates of deposit issued by the Company's banks. Interest-bearing sight accounts and time deposits opened in the Company's banks are treated as cash. These financial holdings are immediately available and are readily convertible to known amounts of cash or are subject to an insignificant risk of changes in value, as specified by IAS 7.

Net cash (as shown in note 22.1) is defined as the amount of "Cash and cash equivalents" less financial debt (as shown in note 22.2), when this difference is positive. When this difference is negative, the result corresponds to a net financial debt.

Cash equivalents are recognized at their fair value; changes in fair value are recognized through profit or loss.

### NOTE 2.13 CAPITAL MANAGEMENT POLICY

In managing its capital, the Group seeks to achieve the best possible return on capital employed.

The liquidity of Lectra's shares on the stock market has been ensured by means of a liquidity agreement with Natixis Oddo BHF (see note 17.2).

The payment of dividends is an important instrument in the Group's capital management policy, the aim being to compensate shareholders adequately as soon as this is justified by the Group's financial situation while preserving the necessary cash to fund the Group's future development.

### NOTE 2.14 STOCK OPTIONS

The Company has granted stock options to certain Group employees. The Chairman and Chief Executive Officer, holding more than 10% of the Company's share capital, is not eligible for any stock option program. All plans are issued at an exercise price equal or greater than the first average stock market price for the 20 trading days prior to granting (see note 17.5).

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The application of IFRS 2 has resulted in the recognition of an expense corresponding to the fair value of the advantage granted to the beneficiaries of stock options. This expense is recognized in personnel costs with a counterpart in shareholders' equity. It is measured using the Black & Scholes model and is deferred *pro rata temporis* over the stock options' vesting period.

### NOTE 2.15 BORROWINGS AND FINANCIAL DEBTS

Borrowings and financial debts are recognized initially at fair value.

At the closing date, borrowings and financial debts are stated at amortized cost using the effective interest rate method, defined as the rate whereby cash received equals the total cash flows relating to the servicing of the borrowing. Interest expenses on the bank loan are recognized as financial expenses in the income statement.

Non-current borrowings and financial debts include the portion of the interest-bearing bank loan subscribed by the Group on June 27, 2024, that exceeds one year of the loan. Current financial borrowing and debts include the portion of this loan that is less than one year, including accrued but unpaid interest, as well as a bank loan subscribed by Launchmetrics.

### NOTE 2.16 RETIREMENT BENEFIT OBLIGATIONS

The Group is subject, in France and depending on the subsidiary concerned, to a variety of employee deferred benefit plans. The only deferred employee liabilities are retirement benefits obligations.

#### Defined contributions plans

These refer to post-employment benefit plans under which, for certain categories of employee, the Group pays defined contributions to an outside insurance company or pension fund. Contributions are paid in exchange for services rendered by employees during the fiscal year. They are expensed as incurred, as are wages and salaries. Defined contributions plans do not create future liabilities for the Group and hence do not require recognition of provisions.

Most of the defined contributions plans to which the Company and its subsidiaries contribute are additional to the employees' legal retirement plans. In the case of the latter, the Company and its subsidiaries contribute directly to a social security fund.

#### Defined benefits plans

These refer to post-employment benefit plans that guarantee contractual additional income for certain categories of employee (in some cases these plans are governed by specific industry-wide agreements). Within the Group, these plans only cover retirement benefit obligations that correspond solely to legal provisions or provisions defined by collective agreements in force.

The guaranteed additional income represents a future contribution for which a liability is estimated.

This liability is calculated by estimating the benefits to which employees will be entitled having regard to projected end-of-career salaries.

Benefits are remeasured to determine the present value of the obligation for benefits defined in accordance with the principles of IAS 19.

Actuarial assumptions notably include a rate of salary increase, a discount rate (this corresponds to the average annual yield on investment-grade bonds with maturities approximately equal to those of the Company's obligations), an average rate of social charges and an employee turnover rate, based on observed historical data.

Actuarial gains and losses are recognized in other comprehensive income, in accordance with the principles set forth in IAS 19.

The relevant portion of any change in past-service cost is recognized immediately as a loss (in the case of an increase) or as a gain (in the case of a reduction) in the income statement when a plan is amended, in accordance with the principles set forth in IAS 19.

### NOTE 2.17 COMMITMENTS TO PURCHASE MINORITY SHARES

Commitments given to minority shareholders of subsidiaries to purchase their shares are initially recorded as liabilities in the amount of the discounted value of the exercise price, against shareholders' equity, Group share.

These amounts are reviewed each year, for their discounted value, and the change is recorded against shareholders' equity, Group share.

When the Group purchases minority shares, in accordance with the purchase agreements, "Non-controlling interests" will be reclassified under shareholders' equity, Group share, without affecting the income statement.

### NOTE 2.18 INVESTMENTS IN ASSOCIATES

The financial statements of associates over which the Group exercises significant influence are consolidated using the equity method.

Group investments in associates consolidated using the equity method are initially recorded at acquisition cost, including any goodwill arising. Their carrying amount is subsequently increased or decreased to reflect the Group's share in any profits or losses realized after the date of acquisition.

After application of the equity method, and where there is an indication of impairment, the carrying amount may be written down to below its recoverable amount.

### NOTE 2.19 PROVISIONS

All known risks at the date of Board of Directors' meeting are reviewed in detail and a provision is recognized if an obligation exists, if the costs entailed to settle this obligation are probable or certain, and if they can be measured reliably.

In view of the short-term nature of the risks covered by these provisions, the discounting impact is immaterial and therefore not recognized.

At the time of the effective payment, the provision reversal is deducted from the corresponding expenses.

#### Provision for warranties

A provision for warranties covers, on the basis of historical data, probable costs arising from warranties granted by the Group to its customers at the time of the sale of equipment, for replacement of parts, technicians' travel and labor costs. This provision is recorded at the time of the booking of the sale generating a contractual obligation of warranty.

### NOTE 2.20 TRADE PAYABLES

Trade accounts payables refer to obligations to pay for goods or services acquired in the ordinary course of business. They are classified in current liabilities when payment is due in less than twelve months, or in non-current liabilities when payment is due in more than one year.

### NOTE 2.21 REVENUES

The Group's revenues comprise different types of revenues, which are aggregated into two categories: non-recurring revenues (equipment

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and pilot software, perpetual software licenses and non-recurring services) and recurring revenues (software subscriptions – SaaS, software maintenance contracts, equipment maintenance contracts, consumables and spare parts).

The Group recognizes a contract with a customer when a written agreement exists, the agreement clearly defines the rights and obligations of each party and the payment terms, it has commercial substance, and collection of the consideration is probable.

Contracts with customers may comprise multiple parts such as the sale of equipment (including its embedded software) accompanied by a maintenance contract and training and consulting services or the sale of a software license in the form of a subscription (SaaS) together with a maintenance contract and training and consulting services.

Software sales are only recognized separately when the customer can benefit from the software independently from the other goods and services promised in the contract.

Accordingly, software accompanying automated cutting equipment (called pilots) are not recognized separately from these, as they are an inseparable part of the equipment: without the pilot, the equipment would be useless, and without the equipment, the pilot has no use either.

Conversely, specialized software (for instance, software for collection management, patternmaking, simulation), regularly sold separately from the equipment, are considered as a distinct performance obligation.

Other services are considered distinct performance obligations in accordance with IFRS 15 and are therefore recognized separately, in particular based on the following considerations:

- installation of equipment and specialized software is made in a few days and easy to implement, and does not modify their characteristics;
- training services are provided over a short period and are not interdependent with other services;
- consulting services for customers are usually sold separately from equipment and specialized software;
- service offers generally relate to the optimization of customers' creation and production processes and do not typically result in significant modification or customization of the underlying software. They are not required for the software to function. Customers can benefit from these services on a stand-alone basis; accordingly, these services constitute separate performance obligations and are recognized separately;
- software and equipment maintenance primarily relates to annual contracts under which the Group's obligation is to stand ready or to make future software versions available; the solutions (equipment and software) are distinct from maintenance since they are entirely ready to work upon delivery and since maintenance services are not critical for the customer to use the solution;
- equipment is most often sold together with one or two years of maintenance, and customers have renewal options that are not granted at a discount compared with the initial maintenance subscription price. Accordingly, renewal options are thus not considered as significant rights that would require separate accounting under IFRS 15.

Sales of consumables and spare parts relate to simple contracts within the meaning of IFRS 15, comprising a single performance obligation.

In accordance with IFRS 15, the transaction price is allocated to each performance obligation based on its stand-alone selling price, corresponding to the price at which the Group would sell a promised good or service separately to a customer. The Group determines stand-alone selling prices of the multiple elements by using

observable data as much as possible. For elements which are not sold separately on a customary basis, stand-alone selling prices are estimated based on the Company's pricing policy, particularly in terms of discounts.

Revenues recognition differs depending on the nature of the goods and services provided and is based, in accordance with IFRS 15, on the identification of performance obligations and the timing of their satisfaction:

- Revenues from sales of equipment (including pilot software) is recognized when the control has been transferred to the purchaser. These conditions are fulfilled upon physical transfer of the equipment in accordance with the contractual sale terms. The same applies to consumables and spare parts;
- Software sold as perpetual licenses is regarded as right-of-use licenses under IFRS 15, for which revenues is booked at a certain date, generally the time of installation of the software on the customer's computer (either by USB flash drive or downloading);
- Revenues from subscription sales of software (granting the customer with an access right to the said software licenses) is recognized over the duration of the customer's commitment;
- Revenues from training and consulting is recognized based on the completion of hours or days of work;
- Revenues from equipment and specialized software installation is recognized when these services are rendered;
- Revenues from software and equipment maintenance contracts is spread on a straight-line basis over the duration of the contracts, as they are "stand-ready obligations" with no particular peaks in activity.

Lectra acts as principal in the sale of equipment, as the parts and sub-components manufactured by the Group in France, the United States and China are used as inputs in the production of the finished products sold to customers.

### NOTE 2.22 COST OF GOODS SOLD

Cost of goods sold comprises all purchases of raw materials included in the costs of manufacturing, the net change in inventory and inventory write-downs, all labor costs included in manufacturing costs which constitute the added value, freight out costs on equipment sold, and a share of depreciation of the manufacturing facilities.

Cost of goods sold does not include salaries and expenses associated with service revenues, which are included under "Selling, General and Administrative Expenses".

### NOTE 2.23 RESEARCH AND DEVELOPMENT COSTS

The technical feasibility of software and equipment developed by the Group is generally not established until a prototype has been produced or until feedback is received from its pilot sites, setting the stage for their commercialization. Consequently, the technical and economic criteria requiring the recognition of development costs in assets at the moment they occur are not met, and these, together with research costs, are therefore fully expensed in the period in which they are incurred.

The French research tax credit (*crédit d'impôt recherche*), as well as subsidies linked to R&D projects, if any, are deducted from R&D expenses.

### NOTE 2.24 SUBSIDIES

The research tax credit applicable in France is treated as a subsidy and is discounted in light of the probability of future offsetting against corporate income tax and in light of reimbursement of the unused portion after four years (see notes 13 and 16).

Operating subsidies are deducted from their associated charges in the income statement. This applies to subsidies received to finance research and development projects.

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Investment subsidies are deducted from the cost of the fixed assets in respect of which they were received. Consequently, they are recognized in the income statement over the period of consumption of the economic benefits expected to derive from the corresponding asset.

### NOTE 2.25 EARNINGS PER SHARE

Basic net earnings per share are calculated by dividing net income by the weighted-average number of shares outstanding during the period, excluding the weighted-average number of treasury shares.

Diluted net earnings per share are calculated by dividing net income by the weighted-average number of shares adjusted for the dilutive effect of stock options outstanding during the period and excluding the weighted-average number of treasury shares held solely under the liquidity agreement.

The dilutive effect of stock options is computed in accordance with the treasury stock method provided by IAS 33. The assumed proceeds from exercise of stock options are regarded as having been used to repurchase shares at the average market price during the period. The number of shares thus obtained is deducted from the total number of shares resulting from the exercise of stock options.

Only options with an exercise price below the said average share price are included in the calculation of the number of shares representing the diluted capital.

### NOTE 2.26 OPERATING SEGMENTS

Operating segment reporting is based directly on the Group's performance tracking and review systems. The segments disclosed in note 39 are identical to those covered by the information regularly communicated to the Executive Committee, in its capacity as the Group's "chief operating decision maker".

Reported segments correspond to the three major marketing regions: the Americas; Europe, Middle East and Africa (EMEA); and Asia-Pacific. These regions provide sales and services to their customers. They do not perform any industrial activities or R&D. They draw on centralized competencies and a wide array of functions that are pooled among all the regions, including marketing, business development, logistics, procurement, production, R&D, finance, legal affairs, human resources, information systems, etc. All these cross-divisional activities are reported as a column referred to as 'Corporate' and which allows for reconciliation with the amounts presented in the Group's financial statements.

Performance is measured by the segment's EBITDA before non-recurring items and impairment of assets, if any. Marketing regions derive their revenue from external customers; all inter-segment billings are excluded from this item. The gross profit margins used to determine operating performance are identical for all regions. They are computed for each product line and include added value supplied by Corporate. Consequently, for products or services supplied in full or in part by Corporate, a percentage of consolidated gross profit is retained in the income computed for Corporate to cover its costs. Since most of Corporate's general overheads are fixed, its profit margin and consequently its EBITDA before non-recurring items depend mainly on the volume of business generated by marketing regions.

### NOTE 2.27 PERFORMANCE INDICATORS

The Group uses performance indicators such as income from operations, EBITDA before non-recurring items, free cash flow, and the security ratio, as defined below; it considers these aggregates appropriate for management of the Group and for measurement of the implementation of its strategy.

### Income from operations before non-recurring items and income from operations

The Group uses an intermediate balance referred to as "Income from operations", defined as income excluding financial operations, companies accounted for on an equity method, discontinued operations or those held for sale, and income tax.

When the Group identifies non-recurring items, it tracks its operating performance by means of an intermediate balance referred to as 'Income from operations before non-recurring items'. This financial indicator corresponds to operating income less non-recurring income and increased by non-recurring expenses.

Where applicable, non-recurring income and expenses presented on a specific line of the consolidated income statement reflect the accounting impact of events that are either unusual, infrequent, very limited in number and representing significant amounts.

### EBITDA before non-recurring items

The Group defines EBITDA before non-recurring items (Earnings Before Interest, Tax, Depreciation and Amortization) as the addition of income from operations before non-recurring items and net depreciation and amortization of non-current assets.

This indicator allows the Group to monitor its operating performance directly related to business activity, excluding the impacts of capitalized investments.

### Free cash flow before non-recurring items and free cash flow

Free cash flow is equal to net cash provided by operating activities minus cash used in investing activities, excluding cash used for acquisitions of companies and minority interests (net of cash acquired), and minus repayments of lease liabilities according to IFRS 16.

Within free cash flow, the Group isolates non-recurring cash-ins and -outs, corresponding to the income and expenses of the same nature in the income from operations. Restated from these elements presented on a specific line, the Group thus identifies the free cash flow before non-recurring items.

The Group considers this definition of free cash flow before non-recurring items is a performance indicator of its work on cash management.

### Annual Recurring Revenues

Given the importance of SaaS activity, the Group has decided to publish a new indicator from 2025, the ARR (Annual Recurring Revenues), which is commonly used in the SaaS industry. It replaces the new orders indicator for SaaS subscriptions.

ARR can be thought of as the stock of active SaaS subscriptions at a given point in time. ARR therefore anticipates the evolution of SaaS revenues in the coming years. As ARR is an inventory-based concept, it will be published at the exchange rate prevailing on the last day of the fiscal year.

### Security ratio

The security ratio is defined by the Group as the percentage of annual fixed overhead costs covered by gross profit on recurring revenues.

This ratio is used by the Group to measure the coverage of annual fixed overhead costs by revenues that do not depend on customer's investment decisions from one year to the next.

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### NOTE 2.28 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

Preparation of the financial statements in accordance with IFRS demands that certain critical accounting estimates be made. Management is also required to exercise its judgment in applying the Group's accounting policies.

The areas where the stakes are highest in terms of judgment and complexity, or those where assumptions and estimates are significant in the preparation of the consolidated financial statements concern the determination of the recoverable value of goodwill (see note 6), the valuation of deferred tax assets (see note 13.3), as well as the valuation of minority share purchase commitments (see note 21).

### NOTE 2.29 TRANSLATION METHODS

#### Translation of financial statements of foreign subsidiaries

For Group subsidiaries, the functional currency is generally the local currency, which corresponds to the currency in which the majority of their transactions are denominated.

Annual accounts are translated into euros as follows:

- Assets and liabilities are translated at the official year-end closing rates;
- Reserves and retained earnings are translated at historical rates;
- Income statement items are translated at the average monthly exchange rates for the year for revenues and cost of products and services sold, and at the annual average rate for all other income statement items other than in the case of material transactions;
- Items in the cash flow statement are translated at the annual average exchange rate. Thus, movements in short-term assets and liabilities are not directly comparable with the corresponding movements in the statement of financial position, due to the currency translation impact, which is not shown at this level, but under a separate heading "Effect of changes in foreign exchange rates";
- Gains or losses arising from the translation of the net assets of consolidated subsidiaries, and those derived from the use of average exchange rates to determine income or loss, are recognized in "Currency translation adjustment" in other comprehensive income and therefore have no impact on earnings, unless all or part of the corresponding investments are divested. They are adjusted to reflect long-term unrealized gains or losses on internal Group positions.

The Group subsidiary located in Turkey uses the euro as its functional currency and is therefore not subject to the IFRS treatment related to the country's hyperinflation.

#### Translation of items from the statement of financial position denominated in foreign currencies

##### → Third-party receivables and payables

Foreign currency purchases and revenues are booked at the average exchange rate for the month in which they are recorded, and may be hedged.

Receivables and payables denominated in foreign currencies are translated at the December 31 exchange rate.

Unrealized differences arising from the translation of foreign currencies appear in the income statement. Where a currency has been hedged forward, the translation adjustment reflected on the income statement is offset by the change in fair value of the hedging instrument.

##### → Inter-company receivables and payables

Translation differences on short-term receivables and payables are included in net income using the same procedure as for third-party receivables and payables. Unrealized translation gains or losses on long-term assets and liabilities, whose settlement is neither scheduled nor probable in the foreseeable future, are recorded as a component of other comprehensive income under the heading "Currency translation adjustments" and have no impact on net income, in compliance with the paragraph "Net Investment in a Foreign Operation" of IAS 21.

##### → Exchange rate table of main currencies

(equivalent value for one euro)	2025	2024
<b>US dollar</b>		
Annual average rate	1.13	1.08
Closing rate	1.17	1.04
<b>Chinese yuan</b>		
Annual average rate	8.11	7.78
Closing rate	8.24	7.47

### NOTE 2.30 CONSOLIDATION METHODS

The consolidated financial statements fully consolidate the financial statements of the Company and the subsidiaries it controls. The Group controls a subsidiary when it is exposed or has rights to variable earnings due to its links with the entity and its ability to change these earnings owing to the power it holds over the entity.

Subsidiaries are fully consolidated from the date of transfer of control over them to the Group. They are removed from consolidation from the date at which it ceases to control them or at which these entities are liquidated.

At December 31, 2025, Lectra SA held more than 99% of the voting rights of its subsidiaries except for:

- TextileGenesis B.V, for which it holds 50.5%;
- Launchmetrics via its holding company Fashion GPS Inc., in which it holds 63.2%;
- AQC Industry, in which it holds 44.4%, consolidated under equity method;
- Six Atomic, for which it holds 17.9%, consolidated under equity method.

The entities that are consolidated are designated FC (fully consolidated) or EM (equity method) in the table below.

Certain sales and service subsidiaries not material to the Group, either individually or in the aggregate, are not consolidated. Most of the sales activity of these subsidiaries is billed directly by Lectra SA. They are designated NC (non-consolidated) in the table.

Companies are consolidated on the basis of local documents and parent company financial statements drawn up in each country and restated in accordance with the aforementioned accounting rules and methods.

All intra-Group balances and transactions, together with unrealized profits arising from these transactions, are eliminated upon consolidation.

### NOTE 2.31 SCOPE OF CONSOLIDATION

At December 31, 2025, the Group's scope of consolidation comprised the parent company, Lectra SA, together with 72 fully consolidated companies, 15 of which come from the acquisition of Launchmetrics and two entities consolidated under equity method. Four companies are not consolidated.

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Company	Country	% of ownership and control		Consolidation method	
		2025	2024	2025	2024
<b>Parent company</b>					
Lectra SA	France				
<b>Subsidiaries</b>					
Lectra South Africa (Pty) Ltd	South Africa	100.0	100.0	FC	FC
Lectra Deutschland GmbH(2)	Germany	99.9	99.9	FC	FC
Gerber Technology GmbH	Germany	100.0	100.0	FC	FC
Launchmetrics Germany GmbH	Germany	63.2	50.2	FC	FC
Lectra Australia Pty Ltd	Australia	100.0	100.0	FC	FC
Gerber Technology Pty Ltd	Australia	100.0	100.0	FC	FC
Gerber Technology NV/SA	Belgium	100.0	100.0	FC	FC
Lectra Benelux NV	Belgium	99.9	99.9	FC	FC
Retviews SA	Belgium	100.0	100.0	FC	FC
Lectra Brasil Ltda	Brazil	100.0	100.0	FC	FC
Gerber Scientific International (Cambodia) Co. Ltd	Cambodia	100.0	100.0	FC	FC
Lectra Canada Inc.	Canada	100.0	100.0	FC	FC
Lectra Chile SA	Chile	99.9	99.9	NC	NC
Gerber Scientific International Ltd	China	100.0	100.0	FC	FC
Gerber Scientific (Shanghai) Co. Ltd	China	100.0	100.0	FC	FC
Lectra Systems (Shanghai) Co. Ltd	China	100.0	100.0	FC	FC
Lectra Taiwan Co. Ltd	China	99.9	100.0	FC	FC
Suzhou Lectra Equipment Manufacturing Co	China	100.0	100.0	FC	FC
Lectra Hong Kong Ltd	China	99.9	99.9	FC	FC
Omnitrouw Ltd	China	50.5	50.5	FC	FC
Park Lu China	China	63.2	50.2	FC	FC
Lectra Korea Ltd	South Korea	100.0	100.0	FC	FC
Gerber Scientific International A/S	Denmark	100.0	100.0	FC	FC
Lectra Danmark A/S	Denmark	100.0	100.0	FC	FC
Gerber Technology S.L.	Spain	100.0	100.0	FC	FC
Lectra Sistemas Española SAU	Spain	100.0	100.0	FC	FC
Launchmetrics Spain	Spain	63.2	50.2	FC	FC
Lectra Baltic Oü	Estonia	100.0	100.0	FC	FC
Knife Holding Corporation Inc.	United States	100.0	100.0	FC	FC
AG Finco LLC	United States	-	100.0	NC	FC
Gerber Technology LLC	United States	100.0	100.0	FC	FC
Gerber Scientific LLC	United States	-	100.0	NC	FC
Lectra USA Inc.	United States	100.0	100.0	FC	FC
AG Holding Mexico LLC	United States	-	100.0	NC	NC
Fashion GPS Inc.	United States	63.2	50.2	FC	FC
Park Lu Holding LLC	United States	63.2	50.2	FC	FC
DMR USA Inc.	United States	63.2	50.2	FC	FC
Lectra Suomi Oy	Finland	100.0	100.0	FC	FC
Gerber Technology SAS	France	100.0	100.0	FC	FC
Neteven SA	France	100.0	87.0	FC	FC
Launchmetrics France	France	63.2	50.2	FC	FC
AQC Industry SAS	France	44.4	28.9	EM	EM
DMR APAC Ltd	Hong Kong	63.2	50.2	FC	FC
Park Lu Limited HK	Hong Kong	63.2	50.2	FC	FC
Lectra Technologies India Private Ltd	India	100.0	100.0	FC	FC
Omnitrouw Technologies Pvt Ltd	India	50.5	50.5	FC	FC

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Company	Country	% of ownership and control		Consolidation method	
		2025	2024	2025	2024
Gerber Technology Srl	Italy	100.0	100.0	FC	FC
Lectra Italia SpA	Italy	100.0	100.0	FC	FC
Kubix Lab Srl	Italy	100.0	100.0	FC	FC
DMR Srl	Italy	63.2	50.2	FC	FC
Fashion Tree Srl	Italy	63.2	50.2	FC	FC
Visual Box Srl	Italy	63.2	50.2	FC	FC
Lectra Japan Ltd	Japan	100.0	100.0	FC	FC
Gerber Technology Malaysia SDN. BHD.	Malaysia	100.0	100.0	FC	FC
Gerbertec Maroc Sarl	Morocco	100.0	100.0	FC	FC
Lectra Maroc Sarl	Morocco	99.4	99.4	FC	FC
Gerber Technology S. de RL de CV	Mexico	100.0	100.0	FC	FC
Lectra Systèmes SA de CV	Mexico	100.0	100.0	FC	FC
Textile Genesis B.V	Netherlands	50.5	50.5	FC	FC
Lectra Philippines Inc.	Philippines	99.8	99.8	NC	NC
Gerber Technology sp. z.o.o.	Poland	100.0	100.0	FC	FC
Gerber Portugal Lda	Portugal	100.0	100.0	FC	FC
Lectra Portugal Lda	Portugal	99.9	99.9	FC	FC
Gemini CAD Systems SA	Romania	100.0	75.0	FC	FC
Retviews Bucharest Srl	Romania	100.0	100.0	FC	FC
DMR Eastern Europe Srl	Romania	63.2	50.2	FC	FC
Launchmetrics Technologies Srl	Romania	63.2	50.2	FC	FC
AG UK Acquireco Ltd	United Kingdom	100.0	100.0	FC	FC
Gerber Scientific UK Ltd	United Kingdom	100.0	100.0	FC	FC
Gerber Technology Ltd	United Kingdom	100.0	100.0	FC	FC
Lectra UK Ltd	United Kingdom	99.9	99.9	FC	FC
DMR Luxury Ltd	United Kingdom	-	50.2	NC	FC
Fashion GPS Europe Ltd	United Kingdom	63.2	50.2	FC	FC
Lectra Russia OOO	Russia	100.0	100.0	NC	NC
Lectra Singapore Pte Ltd	Singapore	100.0	100.0	NC	NC
Park Lu PTE. Ltd	Singapore	-	50.2	NC	FC
Six Atomic PTE.Ltd	Singapore	17.9	17.9	EM	EM
Lectra Sverige AB	Sweden	100.0	100.0	FC	FC
Lectra Tunisie SA	Tunisia	99.8	99.8	FC	FC
Lectra Tunisie CP Sarl	Tunisia	100.0	100.0	FC	FC
Glengo Lectra Teknoloji AS	Turkey	100.0	75.0	FC	FC
Gerber Scientific International (Vietnam) Co. Ltd	Vietnam	100.0	100.0	FC	FC
Công Ty TNHH Lectra Vietnam	Vietnam	100.0	100.0	FC	FC

(1) FC: Fully consolidated - EM: Equity method - NC: not consolidated.

(2) Lectra GmbH applies the exemption provisions of section 264 (3) of the German Commercial Code, as all necessary conditions have been met.

### → Acquisition of Launchmetrics

On January 9, 2024, the Group announced the signature of an agreement to acquire the majority of the capital and voting rights of the American company Launchmetrics. The transaction was finalized on January 23, 2024.

It involved, in 2024, the acquisition of 50.2% of Launchmetrics' share capital and voting rights for an amount of \$83,172 thousand (€77,043 thousand). The acquisition of the remaining share capital and voting rights (minority shares purchase commitment – with cross puts and calls) will take place in five phases in 2025 (paid in June of this year), 2026, 2027, 2028 and 2030. It will bring the total cost of the acquisition to an estimated amount, at the initial date of the acquisition, between \$200 and 240 million, based on an expected double-digit growth of both recurring revenues and EBITDA before non-recurring items, over the 2024-2029 period.

The purchase price accounting is in the process of being finalized, and the main impacts on the Group financial statements to date are as follows:

- Recording of 100% of total net assets at the acquisition date of \$37,851 thousand (€34,761 thousand at the January 23, 2024 exchange rate), resulting from:
  - intangible assets relating to customer relationships, technology, data base and trademark for the respective amounts of \$38,700; \$20,100; \$16,500 and \$3,500 thousand (€35,540; €18,458; €15,152 and €3,214 thousand, respectively, at January 23, 2024 exchange rate);
  - a deferred tax liability related to these intangible assets of \$20,488 thousand (€18,815 thousand at January 23, 2024 exchange rate);
  - a negative \$20,461 thousand of net acquired asset (€18,790 thousand at January 23, 2024 exchange rate);

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- Recording of non-controlling interests ("partial goodwill" method), valued at their share in the net assets (i.e. 49.8% of the total net assets above), for \$18,850 thousand (€17,311 thousand at the January 23, 2024 exchange rate);
- Recording of a goodwill of \$64,170 thousand (€59,593 thousand at January 23, 2024 exchange rate);
- Recording of a debt to recognize the minority shares purchase commitment, with a counterpart in shareholders' equity, Group share, booked for a total amount of €114.7 million (€105.3 million at January 23, 2024 exchange rate), before discounting impact, classified as non-current liabilities.

Launchmetrics has been fully consolidated since January 23, 2024.

If the acquisition by Lectra had been completed on January 1, 2024, the proforma revenue, EBITDA before non-recurring items, and net income of Launchmetrics for the 2024 fiscal year would have respectively amounted to: €43.7; €7.2; and -€2.5 million.

The second phase of the buyback of minority shares occurred in June 2025 for an amount of \$23.8 million, increasing Lectra voting rights to 63.2%.

At December 31, 2025, the debt corresponding to the minority share purchase commitment amounted to \$78.0 million before discounting impact (€66.4 million at the December 31, 2025 exchange rate).

### → Acquisition of a minority interest in Six Atomic

Following the signing of an agreement on September 16, 2024, Six Atomic carried out a capital increase of \$2,500 thousand, reserved for Lectra, allowing it to acquire 17.9% of the company's shares and voting rights. Lectra also holds options for progressively increasing its stake in the company in order to support its development.

Founded in 2020, Six Atomic develops and sells SaaS solutions based on Artificial Intelligence, particularly generative intelligence, to streamline and accelerate the garment design and development process for the fashion market.

The Group will have two representatives on Six Atomic's Board of Directors, which is composed of five members in total. This representation on the Board of Directors allows Lectra to exert significant influence over Six Atomic's strategic decisions.

The interest in Six Atomic has been accounted for using the equity method in the consolidated financial statements since September 16, 2024.

### → Acquisition of a minority interest in AQC Industry (AQC)

Following the signing of an agreement on October 7, 2024, AQC carried out a capital increase of €1,299 thousand, reserved for Lectra, allowing it to acquire 28.9% of the company's shares and voting rights. Lectra also holds options for progressively increasing its stake in the company in order to support its development.

Founded in 2019, AQC is a French company which develops and sells SaaS solutions based on Artificial Intelligence and innovative equipment for automatic textile defect recognition powered by machine learning algorithms. AQC thus aims to accelerate the textile quality control processes, which are still largely manual and rely on the expertise of highly skilled operators.

On December 19, 2025, AQC carried out a capital increase of €1.4 million, reserved for Lectra, allowing it to acquire an additional 15.5% of the company's shares and voting rights. Following this acquisition, Lectra holds 44.4% of the company's shares and voting rights.

The interest in AQC Industry SAS has been consolidated using the equity method in the consolidated financial statements, since October 7, 2024.

### → Minority shares purchase commitments

During the acquisition of TextileGenesis and Launchmetrics, the Group did not acquire 100% of the capital and voting right at one, but committed to later purchases (sometimes staggered), with cross puts and calls. This entails the recording of a liability (short- or long-term, depending on the scheduling of the options).

The Group has finalized an agreement regarding the acquisition of the remaining minority interests in Neteven and Glengo Lectra Teknoloji for €3.3 and €1.7 million, respectively. The payment for Glengo Lectra Teknoloji's minority shares took place in June 2025, and that for Neteven occurred in September 2025. These two companies have been fully consolidated since June 30, 2025.

There was no other change in the scope of consolidation in 2025, nor in 2024.

### → Non-consolidated entities

Four sales and services subsidiaries were not consolidated, being immaterial both separately and combined. On December 31, 2025, their combined revenues amounted to €2.9 million, and their combined assets amounted to €3.5 million. They had no financial debt outside of the Group. Most of the sales activity of these subsidiaries is billed directly by Lectra SA.

Transactions with these subsidiaries correspond mainly to purchases made from Lectra SA for their local business, and to fees and commissions billed to Lectra SA for their operation when they act as agents. The amount of these transactions was not significant on December 31, 2025.

## NOTE 3 RISK MANAGEMENT POLICY

The analysis of the risks indicated in these notes to the consolidated financial statements is described in more detail in the Board of Directors' Management Discussion and Analysis, in chapter 3 "Control environment and risk factors" and in section 1.7 "Double materiality assessment" of the Sustainability Report, which should be referred to.

### NOTE 3.1 SPECIFIC FOREIGN EXCHANGE RISKS – DERIVATIVE FINANCIAL INSTRUMENTS

Exchange rate fluctuations impact the Group at two levels.

#### → Competitive and market impact

The Group sells its products and services in global markets. It manufactures its equipment in France, in the United States and in China, whereas its main competitors manufacture their equipment in China. As a result, their production costs are primarily in Chinese yuan, while those of the Group are for more than a half in euros.

In fashion, a lot of European and American customers have relocated their production abroad and major currency fluctuations – especially between the yuan, the dollar and the euro – encourage them to adjust their sources of supply. On the other hand, automotive and furniture customers generally sell in the same currencies as the countries or regions in which they produce, so fluctuations in those currencies would have little impact on them.

#### → Currency translation impact

On the income statement, as accounts are consolidated in euros, revenues, gross profit, and income from operations of a subsidiary conducting its business in a foreign currency are mechanically affected by exchange rate fluctuations when translated into euros.

In the statement of financial position, this refers primarily to foreign currency accounts receivable by the Company from its subsidiaries and customers for direct sales are recorded in original currencies. The risk relates to the variation between exchange rates at billing date and those at collection date. This impact is recognized in "Foreign

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exchange income (loss)" in the income statement.

Currency hedges are fully made by the Company.

The Group seeks to protect all of its foreign currency receivables and debts as well as, when on economically reasonable terms, future cash flows against currency risk. Hedging decisions take into account currency risks and trends where these are likely to significantly impact the Group's financial condition and competitive situation. The bulk of foreign currency risks concerns the US dollar.

The Group generally seeks to hedge the risk arising in respect of its net operational exposure to the US dollar (revenues less all expenses denominated in US dollars or strongly correlated currencies) by purchasing dollar puts (or euro calls) or by forward currency contracts, when justified by the cost of the hedge. This was the case in 2025.

The Group's statement of financial position exposure, for Lectra legacy entities, is monitored in real time. The Company also hedges the inter-company balance sheet positions between Gerber's legacy entities. For that, it uses forward currency contracts to hedge all relevant receivables and debts. Consequently, all changes in the value of these instruments offset foreign exchange gains and losses on the re-measurement of receivables and debts.

### NOTE 3.2 INTEREST RATE RISK

The Group's exposure to interest rate fluctuations comes only from the variable rate loan taken out on June 27, 2024 (see note 22).

The evolution of interest rates is monitored regularly, and the Group may decide to use financial instruments (interest rate swaps, options, etc.) to mitigate the impact on the cost of its loan.

The Group follows a conservative short-term investment policy for its excess cash, which is placed in negotiable certificates of deposit issued by the Group's banks or in interest bearing accounts, either on demand or for a fixed term.

### NOTE 3.3 CUSTOMER DEPENDENCY RISK

There is no material risk of dependence on any particular customer to the extent that no individual customer has represented more than 4% of consolidated revenues over the three-year period 2023-2025. The Company's 10 largest customers combined represented less than 15% of revenues, and the top 20 customers, less than 20%.

### NOTE 3.4 CREDIT AND COUNTERPARTY RISK

The Group pays close attention to the security of payment for the systems and services delivered to its customers. It manages this credit risk via a range of procedures, which include in particular preventively analyzing its customers' solvency and providing for the strict and systematic application of several measures for dealing with customers in arrears.

The Group's exposure to counterparty risk is very low. It arises from its cash holdings, only consisting in interest-bearing sight accounts held with blue-chip banks, and contracts entered into within the framework of its policy on foreign exchange risk hedging, negotiated exclusively in France with the Company's three banks. The corresponding asset values are monitored regularly.

### NOTE 3.5 LIQUIDITY RISK

The main indicator monitored by the Group Executive Management in order to measure a possible liquidity risk is available cash. This indicator is compared against cash forecasts over a three-month time horizon.

Throughout the term of the loan entered into on June 27, 2024, the Group is subject to compliance with a covenant relating to the ratio of net financial debt to EBITDA (leverage ratio) at December 31 and June 30 of each year. Breach of the covenant would permit the lender to demand repayment of the full amount outstanding. These conditions are set out in note 22. The Group was in compliance with the covenant at June 30 and December 31, 2025.

In view of these factors and the cash flows that the Group expects to generate (due in particular to a structurally negative working capital requirement), the risk that the Group may have to contend with a short-term cash shortage is close to zero (see note 22.5).

### NOTE 3.6 RISKS RELATED TO THE EFFECTS OF CLIMATE CHANGE

Given its activity, and the concentration of a large part of its industrial operations at its Bordeaux-Cestas (France), Tolland (United States), and Suzhou (China) sites, the Group does not consider the risks related to the effects of climate change to be material. However, it cannot exclude that, in some parts of the world, extreme climate events could have an impact on its customers, their activity and their investment decisions. This risk is minimized, however, by the location of Lectra's activity across the entire world.

Thus, the Group concluded there would be no impact coming from the effects of climate change in its financial statements. This topic is further detailed in the Sustainability Report.

### NOTE 4 DIVIDEND DISTRIBUTION

The Board of Directors proposes to the Shareholders' Meeting of April 29, 2026 the distribution of a dividend of €0.35 per share in 2026, in respect of the 2025 fiscal year.

The Company paid a dividend of €0.40 per share in 2025 in respect of the 2024 fiscal year.

### NOTE 5 POST-CLOSING EVENTS

None.

## 5. Notes to the statement of consolidated financial position

### NOTE 6 GOODWILL

The acquisition, in January 2024, of 50.2% of Launchmetrics led to a goodwill of \$64,170 thousand (€59,593 thousand at January 23, 2024 exchange rate).

No other acquisition or liquidation was made in fiscal years 2025 or 2024.

	2025	2024
<b>Carrying value at January 1</b>	<b>369,470</b>	<b>297,306</b>
Change in scope of consolidation(1)	-	60,160
Exchange rate differences	(24,007)	12,004
<b>Carrying value at December 31</b>	<b>345,464</b>	<b>369,470</b>

(1) Integration of Launchmetrics in 2024, see note 2.31.

#### Impairment tests: parameters used

Goodwill shown in the statement of financial position was subjected to impairment testing in December 2025. The projections used are based on the 2026–2028 plan for each region based on 2025 figures and on forecast trends in each market concerned and, beyond 2028, on a projection to infinity using a 2% annual growth rate assumption.

Future flows after tax are discounted using the weighted average cost of capital. The discount rates adopted differ depending on the region to take into account uncertainties related to different local economic environments. They break down as follows:

- The cost of capital is determined on the basis of an estimated risk-free rate for each region plus a market risk premium of 5% adjusted for the sector's beta;

- A specific risk premium has been computed for each region. This varies between 1.0% and 1.5% depending on the estimated risk attached to fulfilment of the 2026–2028 plan;
- The normative cost of debt is determined on the basis of the margin applied by the banks for the calculation of interest on the bank loan taken out by the Company in June 2024.

#### Impairment tests: results

The resulting estimates of the value in use of goodwill components for the 2025 year end closing have not led to any impairment, as in 2024.

An identical valuation of the regions would result from applying a pre-tax discount rate to pre-tax cash flows.

#### Impairment tests: sensitivity analyses

No reasonably possible variation could lead to an impairment. Indeed, the following sensitivity calculations have been performed:

- A 1 percentage point rise in the discount rate;
- A 1 percentage point decline relative to the revenue growth assumptions for each region used in the drawing up of the 2026–2028 plan;
- A 1 percentage point decline in the gross profit assumptions used in the drawing up of the 2026–2028 plan;
- A 1 percentage point decline in the long-term growth rate to infinity (from 2% to 1%).

None of these calculations would entail any impairment of goodwill.

At December 31, 2025, goodwill and discount rates used in impairment testing were allocated as follows among the different regions:

	2025		2024	
	Discount rate	Goodwill	Discount rate	Goodwill
Americas	11.31%	138,448	10.23%	150,559
Asia – Pacific	10.70%	57,217	10.48%	62,333
Europe, Middle East & Africa	11.82%	149,798	11.42%	156,578
<b>Total</b>		<b>345,464</b>		<b>369,470</b>

### NOTE 7 OTHER INTANGIBLE ASSETS

2025	Internal software and developments	Technology, patents and trademarks	Customer relationships	Other	Total
<b>Gross value at January 1, 2025</b>	<b>40,959</b>	<b>111,030</b>	<b>124,169</b>	<b>1,035</b>	<b>277,195</b>
External purchases	547	233	-	30	<b>2,359</b>
Internal developments	6,790	-	-	-	<b>5,241</b>
Write-offs and disposals	(1)	(56)	-	-	<b>(57)</b>
Transfers	(3)	3	-	-	<b>(0)</b>
Exchange rate differences	(662)	(9,490)	(10,659)	(26)	<b>(20,837)</b>
<b>Gross value at December 31, 2025</b>	<b>47,631</b>	<b>101,720</b>	<b>113,510</b>	<b>1,040</b>	<b>263,900</b>
Amortization at December 31, 2025	(34,049)	(42,211)	(31,091)	(1,020)	<b>(108,371)</b>
<b>Net value at December 31, 2025</b>	<b>13,582</b>	<b>59,509</b>	<b>82,419</b>	<b>20</b>	<b>155,529</b>

## 04 – CONSOLIDATED FINANCIAL STATEMENT

2024	Internal software and developments	Technology, patents and trademarks	Customer relationships	Other	Total
<b>Gross value at January 1, 2024</b>	<b>37,102</b>	<b>69,464</b>	<b>83,278</b>	<b>981</b>	<b>190,825</b>
External purchases	1,528	480	-	56	<b>2,064</b>
Internal developments	2,172	-	-	-	<b>2,172</b>
Change in scope of consolidation(I)	574	37,058	35,540	0	<b>73,173</b>
Write-offs and disposals	(465)	(422)	-	(12)	<b>(899)</b>
Transfers	(239)	239	-	-	<b>(0)</b>
Exchange rate differences	287	4,211	5,350	13	<b>9,861</b>
<b>Gross value at December 31, 2024</b>	<b>40,959</b>	<b>111,030</b>	<b>124,169</b>	<b>1,035</b>	<b>277,195</b>
Amortization at December 31, 2024	(31,509)	(32,224)	(24,535)	(890)	<b>(89,158)</b>
<b>Net value at December 31, 2024</b>	<b>9,450</b>	<b>78,805</b>	<b>99,634</b>	<b>145</b>	<b>188,036</b>

(I) Integration of Launchmetrics in 2024 (see note 2.31)

Changes in depreciation:

2025	Internal software and developments	Technology, patents and trademarks	Customer relationships	Other	Total
<b>Amortization at January 1, 2025</b>	<b>(31,509)</b>	<b>(32,224)</b>	<b>(24,535)</b>	<b>(890)</b>	<b>(89,158)</b>
Amortization charges	(2,995)	(13,939)	(9,147)	(135)	<b>(26,217)</b>
Amortization write-backs	-	56	-	-	<b>56</b>
Exchange rate differences	455	3,896	2,592	5	<b>6,947</b>
<b>Amortization at December 31, 2025</b>	<b>(34,049)</b>	<b>(42,211)</b>	<b>(31,091)</b>	<b>(1,020)</b>	<b>(108,371)</b>

2024	Internal software and developments	Technology, patents and trademarks	Customer relationships	Other	Total
<b>Amortization at January 1, 2024</b>	<b>(29,106)</b>	<b>(17,753)</b>	<b>(14,079)</b>	<b>(873)</b>	<b>(61,811)</b>
Amortization charges	(2,664)	(13,707)	(9,366)	(13)	<b>(25,751)</b>
Amortization write-backs	452	422	-	-	<b>874</b>
Exchange rate differences	(191)	(1,186)	(1,089)	(4)	<b>(2,470)</b>
<b>Amortization at December 31, 2024</b>	<b>(31,509)</b>	<b>(32,224)</b>	<b>(24,535)</b>	<b>(890)</b>	<b>(89,158)</b>

### Internal software and developments

As part of an ongoing process to upgrade and reinforce its information systems, in 2024 and 2025 the Group purchased licenses for new information management software together with additional licenses for software already in use. Investments concerned the cost of developing and configuring this software.

2025 was notably impacted by the expenses incurred for the acquisition of the Group's new ERP. This project, which began in 2024, is expected to take around seven years.

Write-offs and disposals of intangible assets mainly concern the scrapping of obsolete software.

### Technology, patents and trademarks

This item includes the impacts of acquisition method accounting for Gerber, Neteven, Gemini, TextileGenesis and Launchmetrics, including the following values (carrying values at the December 31, 2025 closing rate):

- Gerber brand: €17,730 thousand;
- Technologies: €28,191 thousand (of which €15,789 thousand for Gerber technologies and €12,402 thousand for Launchmetrics).

### Customer relationships

This caption solely includes the valuation of Gerber, Glengo, TextileGenesis and Launchmetrics customer relationships, as identified during the acquisition method accounting.

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### NOTE 8 LEASING RIGHT-OF-USE ASSETS

The following table sets out leasing right-of-use by category:

2025	Premises	Company cars	Equipment and other	Total
<b>Gross value at January 1, 2025</b>	<b>50,619</b>	<b>11,277</b>	<b>1,333</b>	<b>63,229</b>
New contracts	2,556	2,465	498	5,519
Modification of existing contracts	189	140	26	355
Disposals	(1,491)	(2,466)	(288)	(4,245)
Exchange rate differences	(3,161)	(60)	(100)	(3,321)
<b>Gross value at December 31, 2025</b>	<b>48,712</b>	<b>11,356</b>	<b>1,469</b>	<b>61,537</b>
Amortization at December 31, 2025	(35,039)	(5,854)	(641)	(41,534)
<b>Net value at December 31, 2025</b>	<b>13,673</b>	<b>5,502</b>	<b>828</b>	<b>20,004</b>
2024	Premises	Company cars	Equipment and other	Total
<b>Gross value at January 1, 2024</b>	<b>45,411</b>	<b>9,570</b>	<b>945</b>	<b>55,926</b>
New contracts	6,043	4,916	782	11,741
Change in scope of consolidation(I)	1,305	66	20	1,392
Modification of existing contracts	(887)	284	7	(595)
Disposals	(2,703)	(3,562)	(447)	(6,713)
Exchange rate differences	1,450	2	26	1,479
<b>Gross value at December 31, 2024</b>	<b>50,619</b>	<b>11,277</b>	<b>1,333</b>	<b>63,229</b>
Amortization at December 31, 2024	(29,204)	(5,115)	(559)	(34,878)
<b>Net value at December 31, 2024</b>	<b>21,414</b>	<b>6,162</b>	<b>774</b>	<b>28,351</b>

(I) Integration of Launchmetrics in 2024 (see note 2.31).

Information on lease liabilities is set out in note 20.

The Tolland lease (United States), inherited from the Gerber acquisition in 2021, was signed for a lease amount now grossly above local market prices, leading to a decrease in the valuation of the

associated right-of-use asset at the acquisition date; this valuation was still valid at December 31, 2025.

In 2025, depreciation, amortization and impairment of premises included the impairment of a New York right-of-use asset for €2,795 thousand.

### NOTE 9 PROPERTY, PLANT AND EQUIPMENT

2025	Land and buildings	Fixtures and fittings	Equipment and other	Assets under construction	Total
<b>Gross value at January 1, 2025</b>	<b>15,539</b>	<b>26,095</b>	<b>37,380</b>	<b>427</b>	<b>79,442</b>
Additions	-	1,134	1,722	994	3,850
Write-offs and disposals	-	(7)	(727)	-	(734)
Transfers	-	191	108	(332)	(33)
Exchange rate differences	(59)	(757)	(558)	(2)	(1,376)
<b>Gross value at December 31, 2025</b>	<b>15,480</b>	<b>26,656</b>	<b>37,925</b>	<b>1,088</b>	<b>81,149</b>
Depreciation at December 31, 2025	(8,296)	(19,636)	(31,517)	-	(59,450)
<b>Net value at December 31, 2025</b>	<b>7,184</b>	<b>7,020</b>	<b>6,409</b>	<b>1,088</b>	<b>21,700</b>
2024	Land and buildings	Fixtures and fittings	Equipment and other	Assets under construction	Total
<b>Gross value at January 1, 2024</b>	<b>15,585</b>	<b>25,536</b>	<b>35,707</b>	<b>484</b>	<b>77,312</b>
Additions	-	501	1,717	348	2,566
Change in scope of consolidation(I)	-	13	358	-	371
Write-offs and disposals	-	(264)	(1,044)	-	(1,308)
Transfers	-	(28)	432	(405)	(0)
Exchange rate differences	(46)	337	211	-	502
<b>Gross value at December 31, 2024</b>	<b>15,539</b>	<b>26,095</b>	<b>37,380</b>	<b>427</b>	<b>79,442</b>
Depreciation at December 31, 2024	(8,054)	(18,060)	(29,898)	-	(56,012)
<b>Net value at December 31, 2024</b>	<b>7,485</b>	<b>8,035</b>	<b>7,483</b>	<b>427</b>	<b>23,430</b>

Changes in depreciation:

(I) Integration of Launchmetrics in 2024 (see note 2.31).

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2025	Land and buildings	Fixtures and fittings	Equipment and other	Total
<b>Depreciation at January 1, 2025</b>	<b>(8,054)</b>	<b>(18,060)</b>	<b>(29,899)</b>	<b>(56,012)</b>
Additional depreciation	(254)	(2,042)	(2,557)	<b>(4,853)</b>
Write-offs and disposals	-	4	524	<b>528</b>
Transfers	-	14	-	<b>14</b>
Exchange rate differences	11	449	414	<b>874</b>
<b>Depreciation at December 31, 2025</b>	<b>(8,296)</b>	<b>(19,636)</b>	<b>(31,518)</b>	<b>(59,450)</b>

2024	Land and buildings	Fixtures and fittings	Equipment and other	Total
<b>Depreciation at January 1, 2024</b>	<b>(7,814)</b>	<b>(16,237)</b>	<b>(27,462)</b>	<b>(51,512)</b>
Additional depreciation	(258)	(2,077)	(2,856)	<b>(5,191)</b>
Write-offs and disposals	11	276	723	<b>1,010</b>
Transfers	-	154	(154)	<b>0</b>
Exchange rate differences	7	(176)	(150)	<b>(318)</b>
<b>Depreciation at December 31, 2024</b>	<b>(8,054)</b>	<b>(18,060)</b>	<b>(29,898)</b>	<b>(56,012)</b>

### Land and buildings

Land and buildings pertain mostly to the industrial facilities in Bordeaux-Cestas (France), amounting to a gross value of €10,454 thousand, net of investment subsidies received and to a net value of €6,223 thousand at December 31, 2025. They also include the offices of Lectra Korea, located in Seoul, purchased on May 1, 2014, for a net amount of €571 thousand at the December 31, 2025 closing rate.

The facilities in Bordeaux-Cestas cover an area of 11.6 hectares (28.7 acres) and the buildings represent 33,466 m<sup>2</sup> (360,225 ft<sup>2</sup>). Investments are made on a regular basis on the Bordeaux-Cestas facilities, mainly related to the extension and rehabilitation of buildings.

At December 31, 2025, the land (non-depreciable) has a total gross value of €915 thousand. The total gross value of buildings is €14,589 thousand, depreciated in the amount of €8,320 thousand.

### Fixtures and fittings

Fixtures and fittings refer to the Bordeaux-Cestas industrial facility and the fittings installed in all Group subsidiaries for a gross amount of €26,656 thousand and a net amount of €7,020 thousand at December 31, 2025.

Investments have been made in fixtures and fittings in 2025 and 2024 throughout the Group. In 2025, as in 2024, these mostly related to building renovations.

### Equipment and other property, plant and equipment

Materials and other property, plant and equipment purchased in 2025 and 2024 mainly concerned computer equipment and manufacturing molds and tools for the Bordeaux-Cestas industrial facility.

### NOTE 10 INVESTMENTS IN ASSOCIATES

At December 31, 2025, investments in associates represent the equity-accounted value of Six Atomic and AQC Industry SAS.

(En milliers de devises)	2025	2024
Equity interests at the opening date	3,854	-
Entry into the scope	-	3,764
Capital increase	1,400	-
Share of result of associates	(353)	(76)
Translation adjustment	(287)	166
<b>Equity interests at the closing date</b>	<b>4,614</b>	<b>3,854</b>

## NOTE 11 OTHER NON-CURRENT ASSETS

2025	Non-consolidated investments in subsidiaries	Research tax credit receivable	Other non-current financial assets	Total
<b>Gross value at January 1, 2025</b>	<b>2,256</b>	<b>7,724</b>	<b>4,266</b>	<b>14,246</b>
Additions	-	7,322	9,402	<b>16,724</b>
Disposals	-	-	(10,024)	<b>(10,024)</b>
Discounting effect	-	(296)	-	<b>(296)</b>
Reclassification	-	(1,769)	1,695	<b>(74)</b>
Exchange rate differences	-	-	(325)	<b>(325)</b>
<b>Gross value at December 31, 2025</b>	<b>2,256</b>	<b>12,982</b>	<b>5,014</b>	<b>20,251</b>
Impairment provision at December 31, 2025	(1,168)	-	-	<b>(1,168)</b>
<b>Net value at December 31, 2025</b>	<b>1,089</b>	<b>12,982</b>	<b>5,014</b>	<b>19,083</b>

2024	Non-consolidated investments in subsidiaries	Research tax credit receivable	Other non-current financial assets	Total
<b>Gross value at January 1, 2024</b>	<b>2,256</b>	<b>12,890</b>	<b>4,173</b>	<b>19,318</b>
Additions	-	427	5,531	<b>5,958</b>
Change in scope of consolidation(1)	-	-	381	<b>381</b>
Disposals	-	-	(5,976)	<b>(5,976)</b>
Discounting effect	-	324	-	<b>324</b>
Reclassification	-	(5,917)	-	<b>(5,917)</b>
Exchange rate differences	-	-	157	<b>157</b>
<b>Gross value at December 31, 2024</b>	<b>2,256</b>	<b>7,724</b>	<b>4,266</b>	<b>14,246</b>
Impairment provision at December 31, 2024	(1,168)	-	-	<b>(1,168)</b>
<b>Net value at December 31, 2024</b>	<b>1,087</b>	<b>7,724</b>	<b>4,266</b>	<b>13,078</b>

(1) Integration of Launchmetrics in 2024 (see note 2.31).

### Investments in subsidiaries

"Investments in subsidiaries" exclusively concern companies not included in the scope of consolidation.

At December 31, 2025, four sales and service legacy subsidiaries were not consolidated, their revenues being immaterial both separately and in the aggregate. They act as commercial representatives. Most of these subsidiaries' sales activity is billed directly by the Company (see note 12).

### Research tax credit

The Group presents separately the current and non-current part of the income tax receivable related to the French research tax credit. Thus, the portion corresponding to the research tax credit accounted for and not deducted from the corporate income tax in the past three years, and that will be repaid to the Group within the course of the second year (for the research tax credit recorded two years ago), third year (for the research tax credit recorded one year ago) and fourth year (for the research tax credit recorded in the past year), is presented within other non-current assets.

Note 16 describes the principles for accounting of the research tax credit receivable.

### Other non-current financial assets

Other non-current financial assets at December 31, 2025 primarily consisted of deposits and guarantees for €2,219 thousand (€4,319 thousand at December 31, 2024), together with the amount of €322 thousand placed by the Company at the disposal of Natixis Oddo BHF, along with Company shares held under the liquidity agreement (see note 17.2).

The cumulative amount of all transactions on treasury shares by Natixis Oddo BHF under the liquidity agreement is shown in additions (in case of sales of shares) and disposals (in case of purchases of shares) of other non-current financial assets (see note 17.2).

The movements for the period also concern cash exchanged between the Company and Natixis Oddo BHF, under the liquidity agreement managed by the latter.

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### NOTE 12 RELATED-PARTY TRANSACTIONS

The amounts below refer to fiscal year 2025 (or 2024) or December 31, 2025 (or 2024), as applicable.

Type of transaction	Items concerned in consolidated financial statements	Non-consolidated subsidiaries concerned	2025	2024
Receivables(1)	Trade accounts receivable	Lectra Philippines Inc. (Philippines)	-	50
		Lectra Chile SA (Chile)	-	15
Payables(1)	Trade payables and other current liabilities	Lectra Singapore Pte Ltd (Singapore)	(1,317)	(1,178)
		Lectra Chile SA (Chile)	(5)	0
		Lectra Philippines Inc. (Philippines)	(6)	(15)
Sales(2)	Revenues	Lectra Chile SA (Chile)	25	97
		Lectra Philippines Inc. (Philippines)	211	165
Commissions(2)	Selling, general and administrative expenses	Lectra Singapore Pte Ltd (Singapore)	-	(7)
Personnel invoiced(2)	Selling, general and administrative expenses	Lectra Singapore Pte Ltd (Singapore)	(946)	(959)
Dividends(2)	Financial income	Lectra Chile SA (Chile)	-	88
		Lectra Philippines Inc. (Philippines)	-	298

(1) Amounts in brackets represent a liability in the statement of financial position; absence of brackets represents an asset.

(2) Amounts in brackets represent an expense for the fiscal year; absence of brackets represents income for the fiscal year.

All of the parties concerned are non-consolidated subsidiaries acting either as agents or distributors of the Company's products in their respective countries. The transactions in question mainly concern purchases to the parent company for the purposes of their local operations or charges and commissions billed to the parent company

in order to cover their overheads when they act as agents, as is generally the case with new systems sales.

Transactions with Directors and senior executives are limited to compensation, details of which are provided in notes 32.5 and 32.6.

### NOTE 13 TAXES

#### NOTE 13.1 TAXES IN THE FISCAL YEAR

	2025	2024
Current tax income (expense)	(11,039)	(13,294)
Deferred tax income (expense)	7,931	2,404
<b>Net tax income (expense)</b>	<b>(3,108)</b>	<b>(10,890)</b>

The research tax credit (*crédit d'impôt recherche*) applicable in France is deducted from R&D expenses (see note 30). It amounts to €4,128 thousand in 2025 (€5,743 thousand in 2024). This tax credit is therefore not included in the net tax charge for the two fiscal years presented here.

The deferred tax income in 2025 mainly corresponds to the activation of the tax loss carryforwards of Launchmetrics France and Neteven.

The Group is not subject to Pillar 2 international tax reform obligations as the consolidated revenues are below the required threshold.

#### NOTE 13.2 EFFECTIVE TAX RATE

	2025	2024
<b>Income before tax</b>	<b>29,063</b>	<b>40,599</b>
Standard rate of corporate income tax in France	25.0%	25.0%
<b>Expense at standard rate of corporate income tax in France</b>	<b>(7,266)</b>	<b>(10,150)</b>
Effect of other countries' different tax rates	412	10
Effect of unrecognized deferred tax assets	1,609	(2,353)
Recognition of deferred tax assets for tax loss carryforwards(1)	4,582	-
Effect of tax credits(2)	1,395	1,200
Effect of CVAE	(282)	(288)
Effect of tax litigations provisions	(47)	418
Effect of other non taxable income and non deductible expenses(3)	(1,535)	181
Others(4)	(1,976)	92
<b>Net tax income / (expense)</b>	<b>(3,108)</b>	<b>(10,890)</b>
<b>Consolidated effective tax rate</b>	<b>10.7%</b>	<b>26.8%</b>

(1) Mainly corresponds to the activation of the Launchmetrics France and Neteven tax loss carryforwards.

(2) This mainly includes the non-taxation of the research tax credit, included in the income before tax.

(3) This mainly corresponds to income or expenses for the fiscal year that will never be subject to taxation or tax deduction, including in particular the neutralization for tax purposes of some consolidation entries.

(4) Essentially includes the effects of Gerber's American tax integration of its foreign subsidiaries.

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### NOTE 13.3 DEFERRED TAXES

Owing to perspectives of future profits for the subsidiaries, related to their risks and functions profiles, the Group generally considers five years to be a reasonable period for the utilization of tax losses. Beyond that period, because forecasts of activity levels are deemed insufficiently reliable, the corresponding portion of their bases is not recognized. Forecasts made in order to determine the timetable for the utilization of deferred tax losses, based on assumptions consistent with those used in the impairment tests, were established on the basis of a Group three-year plan, extrapolated to five years, subject to annual review, with variants according to the strategic objectives of each of the subsidiaries concerned and allowing for the cyclical difficulties and macroeconomic environment in which it operates.

In the case of Gerber entities, the amount of deferred tax was identified in the acquisition of June 1, 2021, with a reversal horizon of fifteen years, which allows for a compensation of deferred tax assets on a longer basis. A specific calendar for utilization of tax losses carried forward was set out, in order to record only the deferred tax assets for which future utilization is predictable, even after five years.

At December 31, 2025, unrecognized deferred tax assets totaled €17,130 thousand (€21,272 thousand at December 31, 2024), of which €8,499 thousand for Launchmetrics entities and €6,685 thousand for Gerber entities. Deferred tax on unrecognized tax loss carryforwards amounted to €25,755 thousand (including €8,499 thousand for Launchmetrics entities and €15,365 thousand for Gerber entities), tax losses mainly located in France (€9,946 thousand for Launchmetrics France and Neteven), in the USA (€13,575 thousand), and in the United Kingdom (€1,534 thousand).

The share of deferred taxes directly recognized in other comprehensive income for the fiscal year represented a negative amount of €166 thousand corresponding to the tax effect of changes in the fair value of financial instruments and actuarial gains and losses on retirement benefit obligations (a negative amount of €16 thousand in 2024).

Deferred taxes are listed below according to the type of timing difference:

2025	Tax losses carry-forward	Fixed assets and IFRS 16	Impairment of accounts receivable	Write-down of inventories	Other timing differences	Total
<b>Total at January 1, 2025</b>	<b>9,288</b>	<b>(32,768)</b>	<b>904</b>	<b>4,362</b>	<b>12,450</b>	<b>(5,764)</b>
P&L impact	4,582	3,877	(87)	39	(482)	<b>7,931</b>
Other comprehensive income impact	-	-	-	-	(166)	<b>(166)</b>
Exchange rate differences	(1,049)	2,360	(71)	(281)	(935)	<b>23</b>
<b>Total at December 31, 2025</b>	<b>12,820</b>	<b>(26,530)</b>	<b>746</b>	<b>4,119</b>	<b>10,867</b>	<b>2,024</b>

2024	Tax losses carry-forward	Fixed assets and IFRS 16	Impairment of accounts receivable	Write-down of inventories	Other timing differences	Total
<b>Total at January 1, 2024</b>	<b>11,900</b>	<b>(16,712)</b>	<b>1,074</b>	<b>3,669</b>	<b>10,928</b>	<b>10,859</b>
Change in scope of consolidation(1)	-	(18,832)	-	174	(157)	(18,815)
P&L impact	(3,214)	3,956	(194)	392	1,464	2,404
Other comprehensive income impact	-	-	-	-	(16)	(16)
Exchange rate differences	602	(1,180)	24	127	231	(196)
<b>Total at December 31, 2024</b>	<b>9,288</b>	<b>(32,768)</b>	<b>904</b>	<b>4,362</b>	<b>12,450</b>	<b>(5,764)</b>

(1) Integration of Launchmetrics in 2024 (see note 2.31).

Other timing differences comprise mainly timing differences related to provisions for retirement benefit obligations, as well as timing differences due to invoicing in some subsidiaries (corporate income tax based on invoicing and not revenues).

### NOTE 13.4 SCHEDULE OF RECOGNIZED TAX LOSS CARRY-FORWARDS

	Expiration date			Total
	Up to 2026	Between 2027 and 2031	Beyond 2031	
Deferred tax assets on tax losses (1)	32	72	5,440	<b>5,545</b>

(1) The above expiration date corresponds to the maximum period of utilization. Recognized deferred tax assets are expected to be utilized within a period of one to five years.

### NOTE 14 INVENTORIES

	2025	2024
Raw materials	58,956	64,890
Finished goods and work-in-progress(1)	17,322	18,578
<b>Inventories, gross value</b>	<b>76,278</b>	<b>83,468</b>
Raw materials	(14,229)	(14,561)
Finished goods and work-in-progress(1)	(5,950)	(5,484)
<b>Write-downs</b>	<b>(20,179)</b>	<b>(20,045)</b>
Raw materials	44,727	50,329
Finished goods and work-in-progress(1)	11,372	13,094
<b>Inventories, net value</b>	<b>56,099</b>	<b>63,423</b>

(1) Including demonstration and second-hand equipment.

In 2025, €481 thousand of inventory fully written-down was scrapped (€858 thousand in 2024), thereby diminishing the gross value and write-downs by the same amount. Inventory write-downs recognized under expenses amounted to €3,506 thousand (€6,288 thousand in 2024). Reversals of previous write-downs relating to sales transactions amounted to €2,471 thousand (€4,288 thousand in 2024), booked against the charges for the period.

## NOTE 15 TRADE ACCOUNTS RECEIVABLE

	2025	2024
Trade accounts receivable, gross value	89,660	106,545
Provision for impairment	(4,132)	(3,944)
<b>Trade accounts receivable, net value</b>	<b>85,528</b>	<b>102,601</b>

Trade accounts receivable at December 31, 2025 include a significant proportion of the €111,925 thousand, excluding taxes, from recurring contracts, other services and equipment billed in advance for 2026, but not yet collected (compared with €111,845 thousand, excluding taxes, at December 31, 2024 in respect of fiscal year 2025), and for which the counterpart is recorded in Deferred revenues (see note 24). Recurring contracts are generally payable on the first day of the period they cover.

Thus, at December 31, 2025, trade accounts receivable, net of deferred revenues and provision for impairment, amounted to a negative €26,397 thousand (a negative €9,244 thousand at December 31, 2024).

It should be noted that contract assets, which would be invoices to be issued for the Group, are integrated in the "Trade accounts receivable" line and do not represent a significant amount.

The Group recognizes an impairment expense on trade accounts in light of an individual analysis of overdue accounts receivable and lifetime expected credit losses. Changes in impairment charges are analyzed below:

	2025	2024
<b>Impairment at January 1</b>	<b>(3,944)</b>	<b>(4,070)</b>
Additional impairment	(2,291)	(1,057)
Write-back of impairment	1,967	1,863
Change in scope of consolidation(1)	-	(602)
Exchange rate differences	136	(79)
<b>Impairment at December 31</b>	<b>(4,132)</b>	<b>(3,944)</b>

(1) Integration of Launchmetrics in 2024 (see note 2.31).

Changes in impairment of gross accounts receivable and related accounts, net of irrecoverable receivables, are recognized under "Selling, general and administrative expenses" in the income statement, on the line "Net operating provisions" (see note 33).

Schedule of gross receivables by maturity:

	2025	2024
Receivables not yet due	60,877	73,545
Receivables overdue by:	28,783	33,000
- less than 1 month	12,124	12,598
- 1-3 months	6,114	9,279
- more than 3 months	10,545	11,123
<b>Total</b>	<b>89,660</b>	<b>106,545</b>

The majority of the provisions for impaired receivables amounting to €4,132 thousand at December 31, 2025 concerned accounts more than three months overdue.

## NOTE 16 OTHER CURRENT ASSETS

	2025	2024
Research tax credit(1)	2,451	5,967
Other tax receivables	4,049	4,689
Income tax down-payments	9,662	4,646
Staff and social security receivables	350	456
Other current assets	12,433	12,535
<b>Total other current assets</b>	<b>28,945</b>	<b>28,293</b>

(1) The current portion of the research tax credit corresponds to the amount receivable in less than one year.

## Research tax credit

When the research tax credit applicable in France recognized in the year cannot be deducted from the corporate income tax, it is treated as a receivable on the French tax administration. If unused in the three following years, it is historically repaid to the Company in the fourth year.

Owing to that, the Group now presents separately the current and non-current (to be repaid in over a year) part of the income tax receivable related to the French research tax credit (see note 11).

The research tax credit (€4,211 thousand) for 2025 has been recognized but has not been applied against corporate income tax due.

Thus, at December 31, 2025, the Group held a €15,923 thousand receivable on the French tax administration (of which €13,472 thousand classified within other non-current assets), comprised of:

- the balance of the research tax credit for Lectra SA, after application against corporate income tax for each fiscal year: €2,973 thousand for fiscal year 2025, €1,549 thousand for fiscal year 2024, none for fiscal years 2020 to 2023 (as the research tax credit receivable was fully applied against corporate income tax for those fiscal years), and €8,179 thousand for 2018-2019;
- the remaining amount of the research tax credit (€2,165 thousand) generated by Launchmetrics France;
- the remaining amount of the research tax credit (€1,056 thousand) generated by Neteven.

In addition, the previous amounts due in more than one year have been reduced by a discounting impact of €491 thousand.

At December 31, 2023, the Group had booked a provision for risks amounting to €6,600 thousand following the tax administration's challenge of the research tax credit for Lectra SA. This adjustment concerns fiscal years 2018 and 2019, for a total amount of €8,179 thousand, of which:

- €5,039 thousand corresponding to unreimbursed research tax credit receivables from the French tax administration;
- €3,140 thousand pertaining to research tax credit receivables that were incorrectly reimbursed in July 2023 as they were still part of the dispute. This amount was returned to the tax administration in September 2025 following the tax collection notice.

With all administrative appeals exhausted, the company now intends to defend its position in a contentious procedure. The provision was maintained as of December 31, 2025.

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Considering its estimates of tax credits and corporate income tax for the next three fiscal years, the Group does not expect to make any significant payment in respect of corporate income tax in France, from which will be deducted in full the research tax credit of each fiscal year. In July 2025, Lectra SA received €2,037 thousand reimbursement of the outstanding balance of the research tax credit in respect of 2021.

### NOTE 17 SHAREHOLDERS' EQUITY

#### NOTE 17.1 SHARE CAPITAL AND SHARE PREMIUMS

The share capital at December 31, 2025 totaled €38,063,263, divided into 38,063,263 shares with a par value of €1.00 (it was €37,966,274 divided into 37,966,274 shares with a par value of €1.00, at December 31, 2024).

Since January 1, 2025, the share capital has increased by 96,989 shares due to the exercise of stock options, leading to an increase of €96,989 in the share capital and a total issue premium of €1,657 thousand (issue of 133,309 shares in 2024).

	2025		2024	
	Number of shares	Share capital (in euros)	Number of shares	Share capital (in euros)
<b>Share capital at January 1</b>	<b>37,966,274</b>	<b>37,966,274</b>	<b>37,832,965</b>	<b>37,832,965</b>
Stock options exercised	96,989	96,989	133,309	133,309
<b>Share capital at December 31</b>	<b>38,063,263</b>	<b>38,063,263</b>	<b>37,966,274</b>	<b>37,966,274</b>

The shares comprising the share capital are fully paid up.

	2025	2024
<b>Share premium at January 1</b>	<b>142,869</b>	<b>140,777</b>
Stock options exercised	1,657	2,092
<b>Share premium at December 31</b>	<b>144,526</b>	<b>142,869</b>

#### NOTE 17.2 TREASURY SHARES

The Ordinary Shareholders' Meeting on April 25, 2025 renewed the existing Company share buyback program authorizing the Board of Directors to buy and sell company shares. The purpose of this program is solely to maintain liquidity in the market of the Company's shares, via an authorized investment services provider acting within the framework of a liquidity agreement in compliance with the Charter of Ethics of the AMAFI or any other ethics charter recognized by the French Financial Markets Authority (AMF).

In order to promote the liquidity of transactions and the regularity of Lectra share quotations, the Group entrusted Natixis Oddo BHF in September 2022 with the management of its shares under a liquidity

#### Other tax receivables

Other tax receivables at December 31, 2025 comprised the recoverable value-added tax for the Company and its subsidiaries.

#### Other current assets

Other current assets comprise prepaid lease (for lease contracts outside the scope of IFRS 16), insurance premium and equipment lease expenses.

Apart from the authority to increase the capital granted by the Shareholders' Meeting within the framework of the granting of stock options to senior managers and employees, there is no other authorization outstanding such as to alter the number of shares comprising the share capital.

The tables below provide details of changes in the number of shares, the share capital and additional paid-in capital and merger premiums in fiscal years 2025 and 2024.

##### Note 17.1.1 Share capital

	2025		2024	
	Number of shares	Share capital (in euros)	Number of shares	Share capital (in euros)
<b>Share capital at January 1</b>	<b>37,966,274</b>	<b>37,966,274</b>	<b>37,832,965</b>	<b>37,832,965</b>
Stock options exercised	96,989	96,989	133,309	133,309
<b>Share capital at December 31</b>	<b>38,063,263</b>	<b>38,063,263</b>	<b>37,966,274</b>	<b>37,966,274</b>

##### Note 17.1.2 Share and merger premiums

	2025	2024
<b>Share premium at January 1</b>	<b>142,869</b>	<b>140,777</b>
Stock options exercised	1,657	2,092
<b>Share premium at December 31</b>	<b>144,526</b>	<b>142,869</b>

contract in accordance with the regulations and market practice accepted by the AMF.

At December 31, 2025, the Company held 38,361 shares, i.e. 0.10% of the share capital within the framework of the liquidity agreement (compared with 0.09% at December 31, 2024) for a total of €885 thousand (compared with €937 thousand at December 31, 2024) representing an average purchase price of €23.06 per share. This amount has been deducted from shareholders' equity.

The resources allocated to the liquidity agreement also included, at December 31, 2025, the amount of €322 thousand.

The Company holds no treasury shares outside the framework of the liquidity agreement.

	2025			2024		
	Number of shares	Amount	Average price per share (in euros)	Number of shares	Amount	Average price per share (in euros)
<b>Treasury shares at January 1 (historical cost)</b>	<b>35,468</b>	<b>(937)</b>	<b>26.43</b>	<b>31,409</b>	<b>(885)</b>	<b>28.15</b>
<b>Liquidity agreement</b>						
Purchases (at purchase price)	371,211	(9,118)	24.56	178,222	(5,289)	29.68
Sales (at sale price)	(368,318)	9,106	24.72	(174,163)	5,193	29.82
<b>Net cash flow(1)</b>	<b>2,893</b>	<b>(13)</b>		<b>4,059</b>	<b>(96)</b>	
Gains (losses) on disposals		(65)			(43)	
<b>Treasury shares at December 31 (historical cost)</b>	<b>38,361</b>	<b>(885)</b>	<b>23.06</b>	<b>35,468</b>	<b>(937)</b>	<b>26.43</b>

(1) A negative figure corresponds to a net outflow reflecting purchases and sales of its own shares by the Company.

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### NOTE 17.3 VOTING RIGHTS

Voting rights are proportional to the capital represented by stock held.

Prior to the Extraordinary Shareholders' Meeting of April 25, 2025, only registered shares held before May 15, 2001 carried double voting rights, in accordance with the transitional provisions of the by-laws.

On April 25, 2025, the Special Shareholders' Meeting of holders of shares with double voting rights and the Extraordinary Shareholders' Meeting approved the cancellation of double voting rights and the consequent amendment to the by-laws. This cancellation (i) brought the Company's practice in line with that of companies in other European countries, where the principle of "one share, one vote" is widely applied, and (ii) put an end to an inequality among shareholders, as this advantage was limited to an extremely small number of them and no other shareholders were entitled to it.

At December 31, 2025, all shares carry single voting rights.

At December 31, 2025, the theoretical total number of voting rights was 38,063,263. This number has been reduced to 38,024,902 due to the fact that no voting rights are attached to treasury shares (under the liquidity agreement).

### NOTE 17.4 CROSSING OF STATUTORY THRESHOLDS

Other than the legal notification requirements for crossing the thresholds established by French law, there is no special statutory obligation.

### NOTE 17.5 STOCK OPTIONS

At December 31, 2025, 499 employees were the beneficiaries of 1,504,013 options and 21 former employees still held 276,873 options; altogether, 520 persons were beneficiaries of options (respectively 424, 21 and 445 at December 31, 2024).

At that date, the maximum number of shares comprising the share capital, including potential new shares liable to be issued via the exercise of existing rights qualifying for subscription to new shares was 39,844,149, made up as follows:

- share capital: 38,063,263 shares;
- stock options: 1,780,886 shares.

Each option entitles the holder to purchase one new share with a par value of €1.00 at the exercise price set by the Board of Directors on the grant date. If all of the outstanding stock options at December 31, 2025 were exercised – regardless of whether the beneficiary's rights to exercise options are vested or not yet vested – and regardless of their exercise price relative to their market price at December 31, this would result in a total share capital increase of €1,780,886 with a total share premium of €40,563,486. The potential dilution would thus be 4.5%.

None of the Company's subsidiaries have set up a Lectra SA stock option or share purchase plan.

Annual option plans are granted by the Board of Directors at least twenty trading days after the dividend approved by the annual Shareholders' Meeting is made payable, or 30 to 45 calendar dates after the Meeting if no dividend is declared, i.e. around June 10.

The share exercise price is set on the date of granting of the options, at a price in no circumstances less than the average opening price of the share listed for the twenty trading sessions prior to the date of granting of options by the Board of Directors.

IFRS 2 requires companies to expense the value of the benefit granted to the beneficiaries of stock options.

Fair value of the new stock options granted in 2025 and 2024 was measured at grant date by means of the Black & Scholes method, using the following assumptions:

	2025	2024
Exercise price (in euros)	24.75	32.50
Share price on the date of allocation (in euros)	24.65	29.95
Risk-free interest rate	2.29%	2.92%
Dividend payout rate	1.66%	1.08%
Volatility	26.70%	28.30%
Duration of options	5 years	4 years
Fair value of one option (in euros)	5.05	6.30

Volatility is calculated on the basis of the observed historical volatility of the Company's share price over a time frame corresponding to the vesting period. This calculation ignores peaks resulting from exceptional events.

For part of the 2025 plan, the new grant, made as a counterpart to the waiver by beneficiaries of their rights to options granted in 2022, 2023 and/or 2024 and still vesting, was treated according to the provisions of IFRS 2.28c (cancellation / granting of new instruments as replacement). This included the calculation of an incremental fair value for the new options, depending on the year during which the replaced options were granted, as follows:

	2022	2023	2024
Incremental fair value of one option (in euros)	5.02	3.02	5.05

Total fair value of the options granted on June 5, 2025 amounted to €5,568 thousand. It was reduced to €5,175 thousand following the cancellation of options after the calculation of the actual performance in 2025 for each beneficiary and the departure of 10 beneficiaries in 2025.

An expense of €1,726 thousand was recognized in the 2025 financial statements, including €509 thousand in respect of the grants made in 2025, and €1,217 thousand in respect of options granted previously. Charges for the year are recognized under personnel expenses.

Plans in force at December 31, 2025 will impact the years 2026 and 2027 in the estimated amounts of €1,765 and €1,359 thousand, respectively.

The Group paid a €407 thousand employer's contribution based on the fair value of the options granted in 2025, expensed in personnel costs for 2025.

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### Note 17.5.1 Outstanding stock options: options granted, exercised and canceled during the period

	2025		2024	
	Number of stock options	Average exercise price (in euros)	Number of stock options	Average exercise price (in euros)
<b>Stock options outstanding at January 1</b>	<b>1,463,680</b>	<b>26.11</b>	<b>1,377,567</b>	<b>24.31</b>
Stock options granted during the year (1)	1,102,568	24.75	311,270	32.50
Stock options exercised during the year	(96,989)	18.09	(133,309)	16.69
Stock options expired/canceled during the year	(688,373)	31.08	(91,848)	34.47
<b>Stock options outstanding at December 31</b>	<b>1,780,886</b>	<b>23.78</b>	<b>1,463,680</b>	<b>26.11</b>
- of which fully acquired	747,090	22.35	873,574	22.04
- of which remaining to be acquired	1,033,796	24.81	590,106	32.11

(1) Maximum theoretical total number of options, of which 573,503 options were granted subject to forfeiture under the 2022–2023–2024 plans. For more details, see Chapter 1 of the Management Report, section 9.5.2.

For the plans granted since 2016, the right to exercise these options vests on a single occasion at the end of the four-year period starting on January 1 of the year of granting and ending on December 31 of the fourth year.

### Note 17.5.2 Breakdown of outstanding stock options at December 31, 2025, by category of beneficiaries

	Number of beneficiaries	Number of stock options	In %	2025	
				Of which fully vested	Of which exercise rights remain to be acquired
Executive Committee (1)	9	370,039	20%	101,870	268,169
Group management (2)	23	240,916	14%	80,039	160,877
Other employees (3)	467	893,058	51%	288,308	604,750
Persons having left the company and still holding unexercised options	21	276,873	16%	276,873	-
<b>Total</b>	<b>520</b>	<b>1,780,886</b>	<b>100%</b>	<b>747,090</b>	<b>1,033,796</b>

(1) The only beneficiaries are members of the Executive Committee, except for Daniel Harari, Chairman and CEO, who does not hold any options. This plan is subject to performance criteria over a three-year period.

(2) Plan subject 50% to attendance criteria and 50% to performance criteria over one year.

(3) Plan subject solely to attendance criteria.

The 276,873 options held by people having left the Group are broken down by expiration date as follows: 195,552 options in 2024, 35,883 options in 2025, 23,030 options in 2026, 21,636 in 2027 and 772 options in 2028.

### Note 17.5.3 Breakdown of outstanding stock options at December 31, 2025, by exercise date and exercise price

Grant date	Expiration date	Number of stock options	Exercise price (in euros)
June 12, 2018	June 12, 2026	1,530	22.25
June 12, 2019	June 12, 2027	1,246	22.50
June 9, 2020	June 9, 2028	535,488	18.00
June 8, 2021	June 8, 2029	161,230	33.50
June 8, 2022	June 8, 2030	24,174	38.50
June 7, 2023	June 7, 2031	25,108	28.25
June 7, 2024	June 7, 2032	7,430	32.50
June 5, 2025	June 5, 2033	1,024,680	24.75
<b>Total</b>		<b>1,780,886</b>	<b>-</b>

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### Note 17.5.4 Breakdown of rights to exercise options remaining to be vested by the option beneficiaries after December 31, 2025

Year of vesting	Number of stock options
2026	3,472
2027	1,030,324
<b>Total</b>	<b>1,033,796</b>

### Note 17.5.5 Absence of stock option plans for the company officer

No stock options were granted to Daniel Harari, Chairman and Chief Executive Officer, who owns more than 10% of the share capital since 2000 and has therefore been prohibited since this date by French law from being granted further stock options, and holds none.

### Note 17.5.6 Stock options granted in 2025

At its meeting of June 5, 2025, the Board of Directors granted 1,102,568 options under the 2025 stock option plan, of which 573,503 options subject to a condition precedent to waive rights to the 2022, 2023 and 2024 plans. The first allocation plan for a maximum of 529,065 stock options to 389 beneficiaries, at an exercise price of €24.75 per option, breaks down as follows:

- a maximum number of 140,934 options to 10 members of the Executive Committee, for which the right to exercise options is dependent on the presence on December 31, 2027 and on the 2025-2027 performance for all the options granted;
- 84,619 options to 23 of the most senior managers, for which the right to exercise options is dependent on the presence on December 31, 2027 for half of the options granted and to the presence and the performance in 2025 for the other half of the options granted; and
- 303,512 stock options to 356 other managers and individual contributors, the right to exercise options being conditional solely on presence at December 31, 2027.

For options subject to performance conditions, the final number of options is calculated according to the percentage of achievement of the objectives set for the reference period concerned:

- 2025 for the most senior management beneficiaries, and
- 2025-2027 for beneficiaries who are members of the Executive Committee. It also takes account of departures between the date of grant and the end of 2025.

In addition, on June 5, 2025, the Board of Directors proposed to the beneficiaries of the 2022, 2023 and 2024 plans an allocation of a number of new options equal to that granted under the said plans, subject to the waiver by each interested party of all of their options resulting from said plans. This allows the beneficiaries concerned to envisage a capital gain on the options granted in previous years, with

an exercise price of €24.75 (instead of €38.50, €28.25 and €32.50, respectively, for the 2022, 2023 and 2024 plans), but without an increase in dilution. This new grant subject to the waiver condition totals 573,503 options.

At the date of this report, the calculations of actual performance in 2025, have been finalized for all the most senior managers and 6,453 options were canceled out of the 84,619 options originally granted to them. The calculations of the performance of the members of the Executive Committee for the period 2025-2027 and the cancellation of the non-vested options due to the non-achievement of the 2025-2027 objectives will be carried out in 2028.

Moreover, 37,560 options granted in 2025 have ceased to be valid due to the departure of 10 beneficiaries. 13,227 options also lapsed, due to their waiver or cancellation in order to retain options granted in 2022, and/or 2023, and/or 2024 by the 21 beneficiaries concerned.

As a result, at December 31, 2025, the total number of stock options initially granted (1,102,568 options to 459 beneficiaries) was reduced to 1,024,680 and the number of beneficiaries to 436.

The 10 Group employees to whom the largest number of options was granted in the course of fiscal year 2025 were granted a total of 148,692 options.

All of the options granted concerned Group employees.

The only executive officer (*dirigeant mandataire social exécutif*), Daniel Harari, has held no stock options since 2000.

The options are valid for a period of eight years from the date of granting.

The right to exercise the options vests at the end of the period ended December 31, 2027 (the beneficiary being required to retain links with the Company or with one of its affiliates in the form of an employment contract or as a company officer at this date). In the event of the departure of a beneficiary before this date, all options that were granted to the beneficiary cease to be valid.

By way of exception, the right to exercise options shall be maintained in the event of the death of the beneficiary, or retirement at the statutory pensionable age in the beneficiary's country. If the death or retirement occurs between January 1 of the year following the grant and the end of the three-year vesting period for the right to exercise options (i.e. between January 1, 2025 and December 31, 2027), the rights to exercise options will be maintained in full.

Moreover, 610,485 options granted prior to 2025 have ceased to be valid due to the departure of the beneficiaries or waiver of rights to the 2022 to 2024 plans or because they have not been exercised.

### Note 17.5.7 Options exercised in 2025

96,989 options pertaining to the different stock option plans in force at December 31, 2024 were exercised in 2025.

Grant date	2025	
	Number of stock options exercised	Exercise price (in euros)
June 12, 2018	2,055	22.25
June 09, 2020	92,874	18.00
June 08, 2021	2,060	33.50
<b>Total</b>	<b>96,989</b>	<b>18.42</b>

### Note 17.5.8 Launchmetrics stock options plans

Historically, Launchmetrics had set up stock subscription and bonus share plans with its parent company, Fashion GPS Inc, for the benefit of the management team and employees. In accordance with the

acquisition agreement, the options exercised and the bonus shares will be gradually bought back by Lectra SA between 2026 and 2030.

The Launchmetrics stock subscription plans are detailed as follows:

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	2024	2023	2023	2023	2022	2021	2021	2021	2020
Key features of the plans	Stock options	Stock options	Stock options	Stock options	Stock options	Stock options	Common Stock of Fashion GPS Inc	Stock options	Stock options
Grant date	December 13, 2024	December 29, 2023	December 28, 2023	October 30, 2023	09/22/2022	June 7, 2021	June 7, 2021	10/14/2020	December 25, 2020
Maximum number of instruments	500 000	3 523 500	2 817 92	1 022 378	2 074 034	781 429	102 500	320 000	470 500
Strike ratio	1 Common Stock of Fashion GPS Inc for 1 SO	1 Common Stock of Fashion GPS Inc for 1 SO	1 Common Stock of Fashion GPS Inc for 1 SO	1 Common Stock of Fashion GPS Inc for 1 SO	1 Common Stock of Fashion GPS Inc for 1 SO	1 Common Stock of Fashion GPS Inc for 1 SO	1 Common Stock of Fashion GPS Inc for 1 SO	1 Common Stock of Fashion GPS Inc for 1 SO	1 Common Stock of Fashion GPS Inc for 1 SO
Vesting and presence condition	4 year	5 year	6 year	7 year	4 tranches of 25% until 2025- 2026	Immediate vesting	Immediate vesting	1 year	4 tranches of 25% until 01/13/2024
Performance condition	No	No	No	No	No	No	No	Amount of annual recurring revenue	No
Limit exercise date	December 13, 2034	December 29, 2033	December 28, 2033	October 30, 2033	September 21, 2032	May 7, 2031	N/A	May 7, 2031	December 24, 2030
Unit value of the instrument at grant date post-dilution (in US dollars)	1.27	0,42	0,42	0,38	0,84	0,79	1,22	0,79	0,89
Strike price (in US dollars)	2.29	1,10	1,10	1,02	1,52	1,22	N/A	1,22	1,21

The IFRS 2 expense recognized in 2025 in respect of these plans is €465 thousand. There was no new plan in 2025.

## NOTE 18 CURRENCY TRANSLATION ADJUSTMENTS

Analysis of changes recorded in 2024 and 2025:

	2025	2024
<b>Cumulative translation adjustments at January 1</b>	<b>35,390</b>	<b>16,977</b>
Differences on translation of subsidiaries' income statements	(104)	338
Adjustments required to maintain subsidiaries' retained earning at historical exchange rate	(36,770)	18,899
Other movements	0	(824)
<b>Cumulative translation adjustments at December 31</b>	<b>(1,484)</b>	<b>35,390</b>

The acquisition of Gerber on June 1, 2021, for which a very significant portion of the net assets was US dollar-denominated and translated at the acquisition date rate (i.e. \$1.22/€1), accounts for the strong variance in currency translation adjustments since then (the closing rate of \$1.04/€1 in 2024, and then \$1.17/€1 in 2025).

## NOTE 19 RETIREMENT BENEFIT OBLIGATIONS

Retirement benefit obligations correspond to lump-sum amounts payable under defined benefit plans. These lump-sum amounts are generally paid at the time of retirement, but they may also be paid upon resignation or dismissal, depending on local legislation. The

company officer (*dirigeant mandataire social*) is not the beneficiary of any defined benefit retirement plan.

These commitments mainly concern France, Italy, Japan and, to a lesser extent, Turkey, Mexico, Taiwan and Australia, as follows:

2025	France	Italy	Japan	Others	Total
<b>Retirement benefits at December 31, 2024</b>	<b>7,825</b>	<b>2,161</b>	<b>505</b>	<b>440</b>	<b>10,930</b>
Expense/(income) of the year	747	157	40	171	1,115
Benefits paid	(962)	(98)	(20)	(234)	(1,314)
Contributions paid	-	-	-	(7)	(7)
Actuarial losses (gains)	(202)	(54)	26	172	(58)
Exchange rate differences	-	-	(61)	(52)	(113)
Others	(8)	(139)	-	96	(51)
<b>Retirement benefits at December 31, 2025</b>	<b>7,400</b>	<b>2,027</b>	<b>490</b>	<b>586</b>	<b>10,502</b>

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Breakdown of net annual charge:

2025	France	Italy	Japan	Others	Total
Service cost provided in the year	(242)	139	34	100	31
Past service cost	-	-	-	-	-
Net interest cost	27	18	5	70	120
<b>Expense/(income) of the year</b>	<b>(215)</b>	<b>157</b>	<b>40</b>	<b>171</b>	<b>153</b>

2024	France	Italy	Japan	Others	Total
Service cost provided in the year	469	-	45	102	616
Past service cost	-	-	-	(8)	(8)
Net interest cost	310	201	5	64	581
<b>Expense/(income) of the year</b>	<b>779</b>	<b>201</b>	<b>50</b>	<b>158</b>	<b>1,188</b>

Lastly, the main actuarial assumptions used in 2025 are as follows:

	France	Italy	Japan
Discount rate	3.95%	3.11%	2.00%
Average rate of salary increase, including inflation	4.64%	3.00%	0.32%
Personnel turnover rate	6,60% / 13,90%	3.00%	13.70%

The discount rate used is determined by reference to the yield, at the date of measurement, on investment-grade corporate bonds with a maturity corresponding to the duration of the obligation. For the Eurozone, the discount rate used is determined by reference to the iBoxx rates, made up of corporate bonds rated AA or higher. The same applies to Japan.

According to estimates made by the Group, a change of plus or minus 0.25% of the discount rate would result in a change in actuarial liabilities of the opposite sign by approximately 2.5%. Moreover, a

change of plus or minus 0.25% of the rate of salary increases would result in a change in actuarial liabilities of the same sign by approximately 2%.

The personnel turnover rate was calculated via a table based on age group. For France, the turnover rate for employees under 50 years of age was 6.60% for non-managerial grade personnel, and 13.90% for managerial grade personnel. It was 0% over the age of 50 for non-managerial grade personnel and 1.70% for managerial grade personnel.

## NOTE 20 LEASE LIABILITIES

### Statement of changes in lease liabilities

2025	Long term lease liabilities	Short term lease liabilities	Total
<b>Carrying value at January 1, 2025</b>	<b>22,223</b>	<b>9,941</b>	<b>32,164</b>
New contracts and renewals	3,375	2,142	5,518
Reimbursement	-	(10,648)	(10,648)
Reclassification	(9,218)	9,218	-
Others	658	(221)	437
Exchange rate differences	(1,435)	(673)	(2,108)
<b>Carrying value at December 31, 2025</b>	<b>15,603</b>	<b>9,759</b>	<b>25,362</b>

2024	Long term lease liabilities	Short term lease liabilities	Total
<b>Carrying value at January 1, 2024</b>	<b>22,074</b>	<b>9,145</b>	<b>31,219</b>
New contracts and renewals	8,755	2,565	11,319
Change in scope of consolidation(1)	578	869	1,447
Reimbursement	-	(11,526)	(11,526)
Reclassification	(9,344)	9,344	-
Others	(535)	(657)	(1,193)
Exchange rate differences	697	201	898
<b>Carrying value at December 31, 2024</b>	<b>22,223</b>	<b>9,941</b>	<b>32,165</b>

(1) Integration of Launchmetrics in 2024 (see note 2.31).

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### Maturity schedule of lease liabilities at December 31, 2025

	Until 2026	Between 2027 and 2031	Beyond 2031	Total
Lease liabilities	9,758	15,176	429	<b>25,362</b>

The number of contracts entering the low-value or short-term scope exception of IFRS 16 is very limited for the Group. As a consequence, the information relating to these contracts is shown together with the other Group commitments in note 27.

Moreover, the Group is not concerned by future cash-outs that would not be taken into account when evaluating the lease liability (such as variable leases, extension options not considered in the duration of the lease, or leasing agreements that are not effective yet).

### NOTE 21 MINORITY SHARE PURCHASE COMMITMENTS

In 2021, as part of the acquisition of 80% of Neteven, the Group also committed to purchasing the remaining share capital and voting rights in 2025. A liability corresponding to this purchase commitment was thus estimated at €2,500 thousand. The payment for these minority shares took place in September 2025 in the amount of €3,297 thousand. Neteven has been fully consolidated since June 30, 2025.

In June 2022, Lectra carried out a merger between its subsidiary Lectra Turkey and Glengo, the exclusive distributor of Gerber solutions in Turkey, by acquiring the assets and employees in return for, among other things, €5 million and the acquisition by Glengo's shareholders of 25% of the shares of Lectra Turkey, which became Glengo Lectra Teknoloji. The payment for Glengo Lectra Teknoloji's minority shares took place in June 2025 in the amount of €1,742 thousand. Glengo Lectra Teknoloji has been fully consolidated since June 30, 2025.

With the acquisition of 50.5% of TextileGenesis, the Group has also committed to purchase the remaining share capital and voting rights (using cross put and call options) in three installments (January 2026,

January 2028 and August 2029). The liability corresponding to these purchase commitments amounts to €45,735 thousand (€41,052 thousand at present value).

In 2024, the acquisition of Launchmetrics involved 50.2% of the share capital and voting rights for an amount of \$83.2 million (€77.0 million). The acquisition of the remaining share capital and voting rights takes place in five stages, in 2025 (paid in June of this year), 2026, 2027, 2028 and 2030 (commitment to purchase minority shares – by means of cross put and call options), and will bring the total acquisition price to an amount estimated at the acquisition date at between \$200 and \$240 million. The second phase of the purchase of minority shares occurred in June 2025 for an amount of \$23,829 thousand, bringing the holding of voting rights to 63.2%. The debt corresponding to the remaining minority share purchase commitment amounted to \$78,024 thousand before discounting impact (€66,403 thousand at the December 31, 2025 exchange rate).

The following table shows the evolution of these liabilities in the Group's statement of financial position:

	2025	2024
<b>Commitments to purchasing minorities' shares at January 1</b>	<b>147,653</b>	<b>51,238</b>
Purchase of 40 % of Gemini	-	(6,808)
Purchase of 25 % of Glengo	(1,742)	-
Purchase of 13 % of Neteven	(3,297)	-
Purchase of 13 % of Launchmetrics	(20,513)	-
Revaluation of the existing commitments	(15,021)	6,028
Liability recognised in respect of the buy-out of non-controlling interests of Launchmetrics	-	110,479
Exchange rate differences	(12,498)	4,273
Discounting on commitments to purchasing minorities' shares	7,495	(17,557)
<b>Commitments to purchasing minorities' shares at December 31</b>	<b>102,077</b>	<b>147,653</b>
<b>of which, current portion</b>	<b>40,458</b>	<b>29,766</b>
Launchmetrics	20,299	24,483
TextileGenesis	20,159	-
Glengo	-	1,902
Neteven	-	3,382
<b>of which, non-current portion</b>	<b>61,618</b>	<b>117,887</b>
Launchmetrics	40,725	74,913
TextileGenesis	20,893	42,973

### NOTE 22 BORROWINGS AND FINANCIAL DEBTS

#### NOTE 22.1 NET CASH / NET DEBT

	2025	2024
Available cash	63,565	81,901
Cash equivalents	1,500	-
Borrowings and financial debts	(86,389)	(102,477)
<b>Net cash / (net debt)</b>	<b>(21,324)</b>	<b>(20,576)</b>

Until May 31, 2021, the Group had no borrowings or financial debt. On June 1, 2021, it took out a €140 million loan with three banks, which was fully repaid on June 27, 2024, followed by a new €100 million loan with three banks in June 2024.

The major part of cash is invested in interest-bearing sight accounts and time deposits.

In 2025, cash equivalents consisted of an interest-bearing term account.

#### NOTE 22.2 BORROWINGS AND FINANCIAL DEBTS BY CATEGORY AND BY MATURITY

##### → Non-bank financial debt

Lease liabilities, within the meaning of IFRS 16, and minority share purchase commitments, within the meaning of IFRS 9, are considered financial debt.

These two types of liabilities are presented in dedicated notes (note 20 and note 21, respectively). These notes include notions of maturities.

##### → Borrowings and financial debts by category and maturity

The Company signed a new agreement with its banks in January 2024 for a €100 million loan with a five-year maturity, which was drawn down on June 27, 2024, and is repayable by eight semi-annual installments of 7.5% and one of 40% *in fine*. It bears interest at the 3-month or 6-month Euribor rate, to which a margin is added, depending on a leverage ratio set at 155 basis points at December 31, 2025 (175 basis points at December 31, 2024).

The costs related to the set-up of the loan were deducted from the initial amount recorded in the balance sheet and will be amortized over the duration of the loan (amortized cost under IFRS 9).

The Company also has a Revolving Credit Facility (RCF) of a maximum amount of €60 million, it bears interest at the Euribor rate of the period, to which a margin is added, depending on a leverage ratio and

set at 115 basis points at December 31, 2025 (135 basis points at December 31, 2024). This line had not been drawn at December 31, 2025.

At December 31, 2025, the maturity of the loan was as follows:

	2025	2024
Short term – less than one year	15,488	15,704
Long term – more than one year, and less than five years	70,901	86,773
<b>Total</b>	<b>86,389</b>	<b>102,477</b>
Derivative financial instruments		
Long term – more than one year, and less than five years	413	664
<b>Total</b>	<b>413</b>	<b>664</b>

In addition, Launchmetrics' residual financial debt amounted to €1,539 thousand, all of which is due in the short term.

##### → Interest paid

In respect of interest on these loans, the Group disbursed €4,375 thousand in 2025 (€6,299 thousand in 2024).

##### → Covenant

For the entire duration of the loan, the Company is committed to complying with a leverage ratio specifying the ratio of the Group's net financial debt to EBITDA before non-recurring items on June 30 and December 31 of each year. This ratio was complied with at June 30, 2025 and December 31, 2025.

#### NOTE 22.3 FINANCIAL INSTRUMENTS: INTEREST RATE HEDGES

The Group's exposure to interest rates variations is mainly a cash-flow risk related to the variable-rate loan.

The Group set up an interest-rate swap (fixed/variable) in June 2024 to hedge the risk of interest-rate volatility on variable debt (3-month Euribor indexation) for one-third of the amount borrowed (3-year loan of €100 million taken out in June 2024). At December 31, 2025, the fair value of this derivative was €413 thousand in liabilities.

The Group is aiming at reducing its financing cost, by limiting the impact of interest rates variation in the income statement: thus, these rates are closely monitored, and the Group will use, if necessary, financial instruments of the rates market (interest rates swaps, options, etc.).

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### → Sensitivity analysis

Excluding Launchmetrics' financial debt, all of the financial debt being made up by the variable rate loan, the sensitivity analysis for interest rate fluctuations is as follows (excluding swap impact):

	2025			2024		
	Accounting value at December 31	Annual average	Additional financial fees if interest rates rise by 0.50%	Accounting value at December 31	Annual average	Additional financial fees if interest rates rise by 0.50%
Bank loan at variable rate	85,000	96,075	487	100,000	99,025	495
<b>Total</b>	<b>85,000</b>	<b>96,075</b>	<b>487</b>	<b>100,000</b>	<b>99,025</b>	<b>495</b>

### NOTE 22.4 FOREIGN EXCHANGE DERIVATIVES

The Group essentially used forward sales and purchases of the main currencies in which it operates in 2025 and 2024 to hedge part of its balance-sheet currency positions at each month-end.

The forward contracts entered into by the Company on the basis of the material currency positions in the statements of financial position at December 31, 2025 and 2024 are broken down as follows (hedged against the euro, unless otherwise stated):

	2025				2024			
	In foreign currency <sup>(1)</sup> (in thousands)	Value (in thousands of euros) <sup>(2)</sup>	Difference in value <sup>(3)</sup>	Expiration date	In foreign currency <sup>(1)</sup> (in thousands)	Value (in thousands of euros) <sup>(2)</sup>	Difference in value <sup>(3)</sup>	Expiration date
USD	(36,370)	(31,090)	(137)	January 28, 2026	(53,690)	(51,566)	114	January 8, 2025
USD / CNH	6,601	5,631	13	January 23, 2026	6,923	6,585	(79)	January 8, 2025
CNH	(13,616)	(1,671)	(11)	January 28, 2026	24,471	3,214	6	January 8, 2025
GBP	(2,702)	(3,089)	8	January 28, 2026	(2,788)	(3,366)	(3)	January 8, 2025
GBP / CNH	(309)	(354)	1	January 23, 2026	(309)	(374)	(1)	January 8, 2025
HKD	(1,740)	(192)	(2)	January 28, 2026	(3,017)	(371)	3	January 8, 2025
HKD / USD	1,659	182	0	January 23, 2026	-	-	-	January 8, 2025
JPY	(258,654)	(1,428)	(23)	January 28, 2026	(325,331)	(2,010)	(15)	January 8, 2025
Other currencies	na	(5,970)	(14)	January 28, 2026	na	(4,800)	(39)	January 8, 2025
<b>Total</b>		<b>(37,981)</b>	<b>(166)</b>			<b>(52,687)</b>	<b>(15)</b>	

(1) For each currency, net balance of forward sales and (purchases) against euros.

(2) Equivalent value of forward contracts is calculated at historical values.

(3) Difference in value reflects the difference between historical equivalent value and equivalent value at closing price of the forward contracts.

The revaluation at fair value of forward currency contracts at December 31, 2025 is calculated on the basis of exchange rates published by the European Central Bank (ECB) or, in the absence of quotation by the ECB, on the basis of rates published by a leading

financial platform. This valuation is comparable to the procedure used for information purposes by the banks with which these forward currency contracts were entered into.

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The table below, showing foreign currency exposure, lists the most significant of the Company's foreign currency assets and liabilities, together with the net value of forward transactions unexpired at

December 31, 2025 and December 31, 2024 (hedge or position against the euro, unless stated otherwise):

								2025
(in thousands of currencies)	USD	USD/CNH	CNH	CNY	GBP	GBP/CNH	HKD	JPY
Carrying position to be hedged:								
Trade account receivables	11,007	-	-	5,779	6	-	500	70,200
Cash	4,757	-	-	-	-	-	-	-
Trade payables	(54,456)	-	-	(10,080)	(2,648)	-	(1,285)	(313,752)
<b>Total</b>	<b>(38,692)</b>	<b>-</b>	<b>-</b>	<b>(4,301)</b>	<b>(2,642)</b>	<b>-</b>	<b>(785)</b>	<b>(243,553)</b>
Net nominal of hedges	36,370	(6,601)	13,616	-	2,702	309	1,740	258,654
<b>Net residual position</b>	<b>(2,322)</b>	<b>(6,601)</b>	<b>13,616</b>	<b>(4,301)</b>	<b>60</b>	<b>309</b>	<b>955</b>	<b>15,101</b>
Equivalent value in euros at closing rate	(1,977)	(6,601)	1,660	(522)	69	309	104	82
<b>Analysis of sensitivity to currency fluctuations</b>								
Closing rate	1.17	1.00	8.20	8.24	0.87	1.00	9.15	184.09
<b>5% currency depreciation relative to closing rate</b>								
Closing rates parity depreciated by 5%	1.22	1.00	8.61	8.65	0.92	1.00	9.60	193.29
Foreign exchange impact in P&L	94	0	(79)	25	(3)	0	(5)	(4)
<b>5% currency appreciation relative to closing rate</b>								
Closing rates parity appreciated by 5%	1.13	1.00	7.79	7.82	0.83	1.00	8.69	174.89
Foreign exchange impact in P&L	(104)	0	87	(27)	4	0	5	4
								2024
(in thousands of currencies)	USD	USD/CNH	CNH	CNY	GBP	GBP/CNH	HKD	JPY
Carrying position to be hedged:								
Trade account receivables	16,539	-	-	24,683	73	-	(208)	226,452
Cash	4,392	-	-	-	-	-	-	-
Trade payables	(73,271)	-	-	(5,002)	(2,733)	-	-	(522,923)
<b>Total</b>	<b>(52,340)</b>	<b>-</b>	<b>-</b>	<b>19,681</b>	<b>(2,660)</b>	<b>-</b>	<b>(208)</b>	<b>(296,470)</b>
Net nominal of hedges	53,690	(6,923)	(24,471)	-	2,788	309	3,017	325,331
<b>Net residual position</b>	<b>1,350</b>	<b>(6,923)</b>	<b>(24,471)</b>	<b>19,681</b>	<b>128</b>	<b>309</b>	<b>2,809</b>	<b>28,861</b>
Equivalent value in euros at closing rate	1,299	(6,923)	(3,208)	2,635	154	309	348	177
<b>Analysis of sensitivity to currency fluctuations</b>								
Closing rate	1.04	1.00	7.63	7.47	0.83	1.00	8.07	163.06
<b>5% currency depreciation relative to closing rate</b>								
Closing rates parity depreciated by 5%	1.09	1.00	8.01	7.84	0.87	1.00	8.47	171.21
Foreign exchange impact in P&L	(62)	0	153	(125)	(7)	0	(17)	(8)
<b>5% currency appreciation relative to closing rate</b>								
Closing rates parity appreciated by 5%	0.99	1.00	7.25	7.09	0.79	1.00	7.67	154.91
Foreign exchange impact in P&L	68	0	(169)	139	8	0	18	9

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### NOTE 22.5 LIQUIDITY RISK

The Group manages liquidity risk by taking into account the maturity of financial investments, financial assets and estimates of future cash flows from operating activities.

Available cash and the annual generation of free cash flow enable the Group to meet its future financial commitments. The contractual maturities of the Group's financial debt are as follows:

(in thousands euros)	Balance sheet value	Total contractual cash flows	Timeline as of 31 december 2025					
			December 2026	December 2027	December 2028	December 2029	December 2030	More than 5 years
Bank loan at variable rate Lectra SA	(84,389)	(92,976)	(17,959)	(17,416)	(16,879)	(40,722)	-	-
Bank loan at fixed rate Launchmetrics	(1,999)	(2,249)	(1,618)	(631)	-	-	-	-
Lease debt	(25,362)	(27,845)	(10,581)	(8,171)	(5,119)	(3,106)	(398)	(470)
Qualified derivatives	(413)	(413)	-	(413)	-	-	-	-
Commitments to purchase minority interest	(102,076)	(112,138)	(40,458)	(24,395)	(20,896)	(13,783)	(12,606)	-
Other financial liabilities (1)	(98,392)	(98,392)	(98,392)	-	-	-	-	-
<b>Total</b>	<b>(312,605)</b>	<b>(334,014)</b>	<b>(169,008)</b>	<b>(51,026)</b>	<b>(42,894)</b>	<b>(57,611)</b>	<b>(13,004)</b>	<b>(470)</b>

(1) Other liabilities include trade payables and tax liabilities.

### NOTE 23 TRADE PAYABLES AND OTHER LIABILITIES

	2025	2024
Trade payables	39,854	40,150
Social liabilities	32,305	31,472
Tax liabilities	5,131	5,953
Down-payments from customers	9,671	15,733
Other current payables	4,784	7,842
<b>Total</b>	<b>91,745</b>	<b>101,150</b>

### NOTE 24 DEFERRED REVENUES

	2025	2024
Deferred revenues on recurring contracts	106,665	107,000
Other deferred revenues(1)	5,260	4,845
<b>Total</b>	<b>111,925</b>	<b>111,845</b>

(1) Other deferred revenues mainly correspond to invoiced services, which were not completed at fiscal year end.

The counterpart of amounts related to recurring contracts billed in advance and other deferred revenues that have not yet been collected is recorded (including taxes) in the item "Trade accounts receivable" on the assets side of the statement of financial position (see note 15).

For the Group, deferred revenues correspond to contract liabilities as defined by IFRS 15.

#### Bridge for main contract liabilities

	2025	2024
Contract liabilities at January 1	111,845	94,103
Revenue booked during the period	(242,340)	(233,050)
Invoicing during the period	247,536	244,528
Change in scope of consolidation(1)	-	4,478
Exchange rate differences	(5,116)	1,786
<b>Contract liabilities at December 31</b>	<b>111,925</b>	<b>111,845</b>

(1) Integration of Launchmetrics in 2024 (see note 2.31).

**NOTE 25 PROVISIONS**

2025	Provisions for employee-related claims	Provisions for tax litigations	Provisions for other risks & litigations	Provisions for warranty and technical risks	Total
Provisions at January 1, 2025	520	6,869	676	827	8,892
Additional provisions	142	49	9	1,006	1,206
Unused amounts reversed	(169)	-	(7)	(1,185)	(1,361)
Exchange rate differences	-	-	(29)	(9)	(38)
<b>Provisions at December 31, 2025</b>	<b>494</b>	<b>6,918</b>	<b>650</b>	<b>639</b>	<b>8,701</b>

2024	Provisions for employee-related claims	Provisions for tax litigations	Provisions for other risks & litigations	Provisions for warranty and technical risks	Total
Provisions at January 1, 2024	479	7,407	713	786	9,386
Additional provisions	302	3	3	1,171	1,479
Used amounts reversed	(261)	(531)	(46)	(1,138)	(1,976)
Exchange rate differences	-	(10)	6	7	3
<b>Provisions at December 31, 2024</b>	<b>520</b>	<b>6,869</b>	<b>676</b>	<b>827</b>	<b>8,892</b>

→ **Contingent liabilities**

The Group had no knowledge, at the date of Board of Directors' meeting to draw up the accounts, of any contingent liability at December 31, 2025.

To the Group's knowledge, there were no proceedings pending at December 31, 2025, other than those for which provision has been made, that could have a material negative impact on the financial condition of the Group.

→ **Environmental risks**

As part of the implementation of the CSRD since 2024, the Group is committed to strengthening its transparency on ESG issues and covering all its environmental risks. These commitments include the reduction of greenhouse gas emissions, responsible management of natural resources and the integration of climate risks into its strategy. The Group is strengthening its governance and processes to meet new regulatory requirements while supporting its sustainable ambitions.

**NOTE 26 ADDITIONAL DISCLOSURE CONCERNING FINANCIAL INSTRUMENTS**

The Group has designated the following main categories of financial assets and liabilities:

	IFRS 9 classification				Fair value
	Carried at amortized cost	Carried at fair value through profit or loss	Carried at fair value through OCI	Carrying amount	
At December 31, 2025					
Non-consolidated shares		X		1,088	1,088
Loans, deposits and guarantees	X			2,219	2,219
Trades account receivables	X			85,528	85,528
Other financial assets	X			4,035	4,035
Cash and cash equivalents		X		65,065	65,065
<b>Total financial assets</b>				<b>157,935</b>	<b>157,935</b>
Interest-bearing bank loans	X			86,389	86,389
Derivatives not designated as hedges		X		(166)	(166)
Derivatives designated as hedges			X	413	413
Trade payables and other current liabilities	X			86,910	86,910
<b>Total financial liabilities</b>				<b>173,546</b>	<b>173,546</b>

## 04 – CONSOLIDATED FINANCIAL STATEMENT

At December 31, 2024	IFRS 9 classification			Carrying amount	Fair value
	Carried at amortized cost	Carried at fair value through profit or loss	Carried at fair value through OCI		
Non-consolidated shares		X		1,088	1,088
Loans, deposits and guarantees	X			4,266	4,266
Trades account receivables	X			102,601	102,601
Other financial assets	X			1,270	1,270
Cash and cash equivalents		X		81,901	81,901
<b>Total financial assets</b>				<b>191,126</b>	<b>191,126</b>
Interest-bearing bank loans	X			102,477	102,477
Derivatives not designated as hedges		X		14	14
Derivatives designated as hedges			X	664	664
Trade payables and other current liabilities	X			95,198	95,198
<b>Total financial liabilities</b>				<b>198,353</b>	<b>198,353</b>

Fair value of current loans and trade accounts receivable, trade payables and other current payables is identical to their carrying value, given their short-term nature. For loans and deposits included in other non-current financial assets and for bank borrowings, their fair value is deemed close to their carrying value, since the discounting effect is considered negligible.

### NOTE 27 ADDITIONAL DISCLOSURES

#### Commitments given

Thus, at December 31, 2025, the commitments relating to leasing agreements not entering the scope of IFRS 16, service contracts and other guarantees given are as follows:

	Payments due by period			Total
	Less than 1 year	Between 1 to 5 years	More than 5 years	
Contractual commitments(1)	13,999	13,257	4,048	<b>31,304</b>
Other guarantees: sureties(2)	929	475	1,143	<b>2,547</b>

(1) Mainly Group management software subscription contracts (including the new ERP), miscellaneous service contracts and small IT and office equipment rentals.

(2) This concerns sureties given by the Company or by its banks for the benefit of customers, other financial institutions of Group subsidiaries.

Rentals booked as expenses that lie outside the criteria for application of IFRS 16 in fiscal year 2025 amounted to €301 thousand.

## 6. Notes to the consolidated income statement

By convention, a minus sign in the tables of notes to the income statement represents an expense for the fiscal year, and a plus sign an income or gain for the year.

### NOTE 28 REVENUES

In 2025, no single customer represented more than 4% of consolidated revenues, the 10 largest customers combined accounted for less than 15% of revenues, and the 20 largest customers for less than 20%.

### NOTE 28.1 REVENUES BY GEOGRAPHIC REGION

In 2025, as in 2024, more than 50% of total revenues was generated in five countries: the United States (19%), Italy (10%), Mexico (9%), China (7%), France (7%). These percentages were respectively 19%, 10%, 9%, 9% and 6% in 2024.

	2025		2024		Changes 2025/ 2024
	Actual	%	Actual	%	
Europe, of which:	182 434	36%	178 371	34%	+2%
- France	35 959	7%	33 742	6%	+7%
Americas	164 104	32%	175 894	33%	-7%
Asia-Pacific	119 410	24%	130 596	25%	-9%
Other countries	40 785	8%	41 813	8%	-2%
<b>Total</b>	<b>506 734</b>	<b>100%</b>	<b>526 674</b>	<b>100%</b>	<b>-4%</b>
€/ \$ average parity	1.13		1.08		

### NOTE 28.2 REVENUE BY TYPE OF BUSINESS

	2025		2024		Changes 2025/ 2024
	Actual	%	Actual	%	
<b>Non recurring revenues, of which:</b>	<b>126 645</b>	<b>25%</b>	<b>146 583</b>	<b>28%</b>	<b>-14%</b>
- Perpetual software licenses	7 910	2%	12 149	2%	-35%
- Equipment	97 712	19%	112 393	21%	-13%
- Training and consulting services	18 145	3%	17 685	3%	+3%
- Miscellaneous	2 878	1%	4 355	1%	-34%
<b>Recurring revenues, of which:</b>	<b>380 088</b>	<b>75%</b>	<b>380 091</b>	<b>72%</b>	<b>+0%</b>
- SaaS subscriptions	89 295	18%	77 391	15%	+15%
- Software maintenance contracts	51 066	10%	53 075	10%	-4%
- Equipment maintenance contracts	101 980	20%	102 584	20%	-1%
- Consumables and parts	137 748	27%	147 041	28%	-6%
<b>Total</b>	<b>506 734</b>	<b>100%</b>	<b>526 674</b>	<b>100%</b>	<b>-4%</b>
€/ \$ average parity	1.13		1.08		

### NOTE 28.3 BREAKDOWN OF REVENUES BY CURRENCY

	2025	2024
US dollar	41%	42%
Euro	40%	38%
Chinese yuan	5%	7%
English pound	2%	2%
Brazilian real	2%	2%
Vietnamese dong	2%	2%
Other currencies(1)	8%	7%
<b>Total</b>	<b>100%</b>	<b>100%</b>

(1) No other single currency represents more than 2% of total revenues.

### NOTE 28.4 REMAINING PERFORMANCE OBLIGATIONS

In its Management Discussion and Analysis, the Group discloses an "order backlog for new systems" corresponding to orders for new perpetual software licenses, equipment and accompanying software and training and consulting services. This entire "order backlog" is due to be delivered within one year.

Moreover, the contractual obligations to customers, corresponding to its deferred revenues, will also be reversed and booked as revenues in the 12 months following the closing date.

Thus, and according to IFRS 15.121, the Group does not hold any significant remaining performance obligation which it would have to disclose.

**NOTE 29 COST OF GOODS SOLD AND GROSS PROFIT**

	2025	2024
Revenues	506,734	526,674
Cost of goods sold, of which:	(137,472)	(149,801)
Purchases and freight-in costs	(121,910)	(131,109)
Inventory movement, net	(4,819)	(7,564)
Industrial added value	(10,743)	(11,128)
<b>Gross profit</b>	<b>369,262</b>	<b>376,873</b>
(in % of revenues)	72.9%	71.6%

Industrial added value includes personnel costs that are included in production costs, freight-out costs on equipment sold, and a share of depreciation of the manufacturing facilities at the Bordeaux-Cestas (France), Tolland (USA) and Suzhou (China) sites.

Personnel costs and other operating expenses incurred in the performance of service activities are not included in cost of goods sold but are recognized in "Selling, general and administrative expenses".

**NOTE 30 RESEARCH AND DEVELOPMENT COSTS**

	2025	2024
Fixed personnel costs	(57,779)	(55,441)
Variable personnel costs	(600)	(854)
Other operating expenses	(9,758)	(9,943)
Depreciation expenses	(1,571)	(1,382)
<b>Total before research tax credit and grants</b>	<b>(69,708)</b>	<b>(67,621)</b>
(in % of revenues)	13.8%	12.8%
Research tax credit and government grants	4,590	5,666
<b>Total</b>	<b>(65,118)</b>	<b>(61,955)</b>

**NOTE 31 SELLING, GENERAL AND ADMINISTRATIVE EXPENSES**

	2025	2024
Fixed personnel costs	(155,354)	(154,570)
Variable personnel costs	(14,114)	(14,154)
Other operating expenses	(55,810)	(55,004)
Depreciation & amortization (tangible & intangible assets)	(28,787)	(29,813)
Depreciation of right-of-use assets	(10,208)	(10,663)
Net provisions	(1,700)	(1,459)
<b>Total(1)</b>	<b>(265,973)</b>	<b>(265,663)</b>
(in % of revenues)	52.5%	50.4%

→ Fees paid to the Group's Statutory Auditors and members of their networks

In 2025, other operating expenses comprised €1,445 thousand in respect of the audit of the financial statements of all Group companies, of which €273 thousand for PwC, €544 thousand for KPMG, €445 thousand for Ernst & Young and €183 thousand for other audit firms, excluding services other than the certification of financial statements. The corresponding amount in 2024 was €1,649 thousand.

Fees paid by the Group in 2025 to the Statutory Auditors in respect of the audit and non-audit services performed by their networks for consolidated entities totaled €1,503 thousand, of which €455 thousand for PwC, €548 thousand for KPMG and €500 thousand for Ernst & Young:

(1) Selling, general and administrative expenses do not include costs included in the cost of goods sold under "Industrial added value" (see note 29) in the amount of €10,743 thousand in 2025 and €11,128 thousand in 2024.

	PwC		KPMG		Ernst & Young	
	2025	2024	2025	2024	2025	2024
	Amount	Amount	Amount	Amount	Amount	Amount
	t	t	t	t	t	t
<b>Audit</b>						
Statutory audits, certification and examination of individuals and consolidated financial statements						
- Issuer	175	287	186	325	150	-
- Fully-consolidated subsidiaries	98	505	358	375	295	109
Non-audit services						
- Issuer (1)	6	12	1	13	4	13
- Fully-consolidated subsidiaries	10	37	4	1	44	1
<b>Sub-total</b>	<b>288</b>	<b>841</b>	<b>548</b>	<b>714</b>	<b>493</b>	<b>227</b>
<b>Other services to consolidated entities</b>						
- Legal, tax and social reviews	9	18	-	3	7	-
<b>Sub-total</b>	<b>9</b>	<b>18</b>	<b>-</b>	<b>3</b>	<b>7</b>	<b>-</b>
Certification of sustainability information	158	167	-	-	-	-
<b>Total</b>	<b>455</b>	<b>1,026</b>	<b>548</b>	<b>717</b>	<b>500</b>	<b>227</b>

(1) These missions mostly relate to tax compliance services provided by members of the network to foreign subsidiaries of the Company.

**NOTE 32 PERSONNEL**

**NOTE 32.1 TOTAL PERSONNEL COSTS**

The table below combines all fixed and variable personnel costs for the Group.

	2025	2024
Research and development	(58,379)	(56,296)
Selling, general and administrative	(169,468)	(168,724)
Manufacturing, logistics and purchasing(1)	(8,088)	(8,275)
<b>Total</b>	<b>(235,935)</b>	<b>(233,295)</b>

(1) "Manufacturing, logistics and purchasing" personnel expenses are included in the cost of goods sold, under "Industrial added value" (see note 29).

**NOTE 32.2 ACTIVE HEADCOUNT AT DECEMBER 31**

Since 2019, the Group presents the active headcount.

	2025	2024
Parent company(1)	872	858
Subsidiaries(2), of which:	1,958	2,093
Europe	1,016	1,068
Americas	404	459
Asia-Pacific	488	514
Other countries	50	52
<b>Total</b>	<b>2,830</b>	<b>2,951</b>

(1) In 2025, as in 2024, expatriates were attached to the economic entities for which they worked.

(2) Subsidiaries include all consolidated and non-consolidated Group companies.

→ **Analysis of active headcount by function**

	2025	2024
Marketing, Sales	475	524
Services (Business Consultants and Solutions Experts, Call Centers, Technical Maintenance)	765	845
Research and Development	686	677
Purchasing, Production, Logistics	265	266
Administration, Finance, Human Resources, Information Systems	639	639
<b>Total</b>	<b>2,830</b>	<b>2,951</b>

**NOTE 32.3 CONTRIBUTIONS TO PENSION PLANS**

Contributions to compulsory or contractual pension plans are expensed in the income statement in the year in which they are paid.

In fiscal year 2025, Group companies subject to defined-contribution pension plans booked a sum of €9,147 thousand under personnel costs in respect of their contributions to these pension or retirement funds. The main subsidiary concerned, in addition to the parent company, was Lectra Italy.

**NOTE 32.4 EMPLOYEE PROFIT-SHARING AND INCENTIVE PLANS**

→ **Profit-sharing plan**

An amendment to the October 1984 employee profit-sharing plan (participation), applicable solely to the Company employees, was signed in October 2000. Under this plan, a portion of the special employee profit-sharing reserve set aside annually may be invested in equity securities, in a corporate savings plan. Consequently, beneficiaries may choose between six types of funds, one consisting exclusively of Lectra shares, at their discretion.

In 2026, no profit-sharing will be paid in respect of fiscal year 2025 (no profit-sharing payment was made in 2025 in respect of fiscal year 2024).

→ **Incentive plan**

A collective employee incentive plan (*intéressement*), applicable solely to the Company employees, was signed for the first time in September 1984 and renewed every year since that date. The most recent incentive plan signed in 2023 covers the period 2023-2025.

The incentive amount provisioned in respect of fiscal 2025 equals €314 thousand. An incentive payment amounting to €599 thousand was paid in 2025 in respect of 2024.

**NOTE 32.5 COMPENSATION OF SENIOR EXECUTIVES**

The Group's senior executive team counted 13 people at December 31, 2025.

Personnel expenses recognized in 2025 relating to the Group's senior executive team amounted to €4,657 thousand (€4,956 thousand in 2024) and broke down as follows:

	2025	2024
Fixed compensation	3,483	3,630
Variable compensation	167	347
Other short-term benefits	266	307
Post-employment benefits(1)	20	17
Severance compensation	-	-
Granting of stock options(1)	721	655
<b>Personnel expenses related to the Group management team</b>	<b>4,657</b>	<b>4,956</b>

(1) The company officer (*dirigeant mandataire social*) is not granted any special arrangement or specific benefits concerning deferred compensation, severance compensation, or retirement benefit obligations committing the Company to pay any form of indemnity or benefit in the event of termination of his functions, or at the time of his retirement, or more generally subsequent to the ending of his functions. He holds no stock options.

**NOTE 32.6 DIRECTORS' COMPENSATION**

Conditional upon approval by the Annual Shareholders' Meeting on April 29, 2026, €425 thousand in Directors' fees will be allocated to the members of the Board of Directors with respect to fiscal 2025 (€440 thousand in 2024).

Non-executive directors still in office at December 31, 2025 do not receive any other form of compensation.

### NOTE 33 DEPRECIATION AND AMORTIZATION CHARGES

The table below combines all depreciation and amortization charges on tangible and intangible fixed assets and their allocation between income statement items:

	2025	2024
Research and development(1)	(1,571)	(1,382)
Selling, general and administrative	(6,073)	(5,995)
Manufacturing, logistics and purchasing(2)	(862)	(1,079)
Amortization of intangibles identified in business combinations	(22,839)	(22,739)
Depreciation of right-of-use assets	(10,208)	(10,663)
<b>Total</b>	<b>(41,553)</b>	<b>(41,859)</b>

(1) Depreciation and amortization charges allocated to "Research and development" pertain to the share of the intangible assets and property, plant and equipment used by these teams. R&D costs themselves are expensed in full in the year.

(2) "Manufacturing, logistics and purchasing" depreciation and amortization charges are included in the cost of goods sold, under "Industrial added value" (see note 29).

### NOTE 34 NON-RECURRING ELEMENTS

In 2024 and 2025, the Group recorded non-recurring items in its income statement.

In 2025, non-recurring expenses corresponded to the impairment of a New York right-of-use asset for €2,795 thousand.

In 2024, non-recurring expenses amounting to €457 thousand corresponded to costs related to the acquisition of Launchmetrics.

### NOTE 35 FINANCIAL INCOME AND EXPENSES

	2025	2024
<b>Financial income, of which:</b>	<b>866</b>	<b>2,258</b>
Gains on sales of cash equivalents	592	800
Other interest income	274	1,459
<b>Financial expenses, of which:</b>	<b>(6,777)</b>	<b>(8,269)</b>
Bank charges	(1,202)	(917)
Interest expense on bank loans and financial debts	(3,825)	(5,571)
Interest on lease liabilities (IFRS 16)	(849)	(822)
Other financial expenses(1)	(901)	(959)
<b>Total</b>	<b>(5,911)</b>	<b>(6,011)</b>

(1) This line mainly includes, for 2025, the discounting of the French research and development tax credit of Lectra SA (see note 16).

### NOTE 36 FOREIGN EXCHANGE INCOME (LOSS)

A foreign exchange translation loss of €401 thousand was recognized in 2025 (€2,189 thousand in 2024).

At December 31, 2025, as at December 31, 2024, the Group held no currency options (see note 22.4).

### NOTE 37 SHARES USED TO COMPUTE EARNINGS PER SHARE

At December 31, 2025 and 2024, the Company had not issued any dilutive instruments other than the stock options detailed in note 17.5.

	2025	2024
Basic earnings (Group share) per share		
Net income, Group share (in thousands of euros)	25,964	31,164
Weighted average number of shares outstanding during the period (1)	37,981,727	37,905,891
Weighted average number of treasury shares held during the period	(31,902)	(32,152)
Weighted average number of shares used to compute basic earnings per share	37,949,825	37,873,739
<b>Basic earnings per share (in euros)</b>	<b>0.68</b>	<b>0.82</b>

(1) In 2025, 96,989 stock options were exercised, giving rise to the creation of 96,989 new shares. In 2024, 133,309 stock options were exercised, giving rise to the creation of 133,309 new shares (see note 17).

### NOTE 38 GROUP EXPOSURE TO FOREIGN-EXCHANGE FLUCTUATIONS

The Company's net operational exposure to foreign exchange fluctuations corresponds to the difference between revenues and total costs denominated in each of these currencies. This exposure mainly concerns the US dollar, which is the main currency in which business is transacted, along with the euro.

The overall currency variation between 2024 and 2025 resulted in a decrease of €12,235 thousand in the Group's 2025 revenues, when comparing the 2025 figures at actual exchange rates to the 2025 figures at 2024 exchange rates. Of this amount, the US dollar, with an average parity versus the euro of \$1.13/ €1 in 2025 and \$1.08/ €1 in 2024, contributed to a decrease of €8,694 thousand in revenues.

In 2025, 40% of the Group's consolidated revenues, 58% of its cost of goods sold, and 58% of its overhead expenses were denominated in euros. These percentages were respectively 41%, 28%, and 24% for the US dollar, as well as 5% (part of the revenues generated in China are denominated in US dollars or other currencies), 6% and 5% for the Chinese yuan. The other currencies each represented less than 2% of revenues, cost of sales and overhead costs.

#### Sensitivity of revenues and EBITDA before non-recurring items to a change in currencies exchange rates

The sensitivity of revenues and EBITDA before non-recurring items to a change in exchange rates was based on December 31, 2025, exchange rates for the relevant currencies, in particular €1/\$1.17. The sensitivity to a change in exchange rates takes past acquisitions into account.

In view of the estimated share of revenues and costs denominated in US dollars or in currencies correlated with the US dollar, a 5-cent fall in the euro against the US dollar (leading to an annual average exchange rate of €1/\$1.12) would mechanically increase 2026 annual revenues by approximately €9.0 million and annual EBITDA before non-recurring items by €3.8 million. Conversely, a 5-cent appreciation of the euro against the US dollar (i.e. €1/\$1.22) would mechanically reduce annual revenues and EBITDA before non-recurring items by the same amounts.

**NOTE 39 OPERATING SEGMENTS**

2025	EMEA	Americas	Asia-Pacific	Corporate	Total
Revenues	223,219	164,105	119,410	-	<b>506,735</b>
EBITDA before non-recurring items	36,920	29,651	6,725	6,427	<b>79,724</b>
2024	EMEA	Americas	Asia-Pacific	Corporate	Total
Revenues	219,049	176,095	131,529	-	<b>526,674</b>
EBITDA before non-recurring items	35,037	29,247	11,471	15,359	<b>91,114</b>

The "Corporate" column enables amounts to be reconciled with the Group's consolidated financial statements.

## 7. Notes to the consolidated statement of cash flows

### NOTE 40 NON-CASH OPERATING EXPENSES

In 2025 as in 2024, Non-cash operating expenses consisted of unrealized translation gains or losses on short-term balance sheet positions affecting foreign exchange gains and losses (see note 2.29 – Conversion methods), the discounting of the CIR receivable (see note 16), allocations to financial provisions, the effect of the valuation of stock options, the reversal of provisions on the securities of non-consolidated subsidiaries and the accrued interest not yet due on the loan taken out by the Company.

### NOTE 41 CHANGES IN WORKING CAPITAL REQUIREMENT

In 2025, the main changes in the working capital requirement broke down as follows:

- -€17.8 million comes from the decrease in trade receivables (the change in receivables reflected in the consolidated cash flow statement is calculated considering the "Deferred Revenue" line item in the statement of financial position, which primarily includes the portion of recurring contracts billed but not yet recognized as revenues);
- +€5.6 million comes from the decline in customer deposits;
- -€3.5 million comes from the decrease in inventory;
- +€3.4 million comes from the increase in tax receivables;
- +€1.1 million comes from changes in other current assets and liabilities; none of these changes, taken individually, represent a significant amount.

At December 31, 2025, the working capital requirement was negative by €39.9 million. It includes the current portion (€2.4 million) of the receivable of €15.4 million from the French tax administration relating to the uncollected and unapplied research tax credit.

In 2024, the main changes in the working capital requirement broke down as follows:

- -€10.2 million comes from the decrease in trade receivables (the change in receivables reflected in the consolidated cash flow statement is calculated considering the "Deferred revenues" line item in the statement of financial position, which primarily includes the portion of recurring contracts billed but not yet recognized as revenues);
- +€2.2 million result from the decrease in trade payables;
- -€1.1 million arising from the changes in other current assets and liabilities; taken individually, these changes are all immaterial.

### NOTE 42 CHANGES IN LONG-TERM AND SHORT-TERM BORROWINGS

In 2021, the Group took out a €140 million bank loan, as described in note 22. This loan was fully repaid on June 27, 2024, for the remaining amount of €98 million.

In January 2024, the Group took out a new loan of €100 million with a five year maturity, repayable in eight semi-annual installments of 7.5% and one of 40% *in fine*.

In addition, the Group paid €4,375 thousand in interest on loans in 2025 (€6,299 thousand in 2024).

### NOTE 43 FREE CASH FLOW

Free cash flow is equal to net cash provided by operating activities plus cash used in investing activities, excluding cash used for acquisitions of companies, net of cash acquired and repayment of lease liabilities recognized in accordance with IFRS 16.

	2025	2024
Net cash (used in)/provided by operating activities	73,748	88,316
Net cash (used in)/provided by investing activities, excluding cash used for acquisition of companies	(9,207)	(5,553)
Repayment of lease liabilities	(10,648)	(11,526)
<b>Free cash flow</b>	<b>53,894</b>	<b>71,237</b>
Non-recurring items included in free cash flow	(3,140)	(875)
<b>Free cash flow before non-recurring items</b>	<b>57,034</b>	<b>72,112</b>

In 2025, net cash (used in)/provided by operating activities broke down into a cash flow from operating activities of €65,644 thousand (€72,378 thousand in 2024), a decrease in working capital requirements of €11,244 thousand (decrease of €14,107 thousand in 2024) and a decrease in other non-current operating assets of €3,140 thousand (corresponding to the reimbursement of the balance of a research tax credit called into question by the tax authority that the Company is contesting).

Details of changes in working capital requirement are provided in note 41 above.

Free cash flow was €53,894 thousand (€71,237 thousand in 2024) and included €3,140 thousand of non-recurring outflows (€875 thousand in 2024); thus free cash flow before non-recurring items amounted to €57,034 thousand (€72,112 thousand in 2024).

The repayment of lease liabilities (according to IFRS 16) does not affect performance as monitored by the Group; thus it is deducted in the free cash flow analysis above.

## 8. Statutory Auditors’ report on the consolidated financial statements

(For the year ended December 31, 2025)

*This is a free translation into English of the Statutory Auditors’ report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

To the Shareholders,

LECTRA S.A.  
16-18, rue Chalgrin  
75016 Paris, France

### Opinion

In compliance with the engagement entrusted to us by your Annual Shareholders’ Meeting, we have audited the accompanying consolidated financial statements of Lectra for the year ended December 31, 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the

Group at December 31, 2025, and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

### Basis for opinion

#### Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the “Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements” section of our report.

#### Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for Statutory Auditors for the period from January 1, 2025 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No. 537/2014.

### Justification of assessments – Key audit matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgment, were the most significant in our audit of the consolidated financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the consolidated financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the consolidated financial statements.

#### Recognition of revenues from exported equipment (including pilot software)

Risk identified	How our audit addressed this risk
<p>In 2025, revenues from automated cutting equipment and the accompanying embedded software, called pilots, came to €97.7 million, mainly outside France.</p> <p>The terms and conditions for the transfer of control relating to these sales, described in Section 2.21 “Revenues” in the Notes to the consolidated financial statements and, depending on contractual terms and conditions, vary according to destination and customer. Given that there are multiple conditions to be taken into account, there is a risk of error when determining the revenue recognition date, likely to impact the financial statements for the fiscal year, particularly close to the reporting date.</p>	<p>Our work primarily involved:</p> <ul style="list-style-type: none"> <li>■ gaining an understanding of the process related to recognizing various revenue flows;</li> <li>■ assessing internal control procedures and identifying the most relevant manual controls for our audit;</li> <li>■ testing the design and effectiveness of automated controls integrated into information systems deemed crucial that impacted revenue recognition, through the placement of information systems experts into our team.</li> </ul>

## 04 – CONSOLIDATED FINANCIAL STATEMENT

Risk identified	How our audit addressed this risk
<p>Accordingly, we deemed the recognition of revenues from exported equipment, including pilot software close to the reporting date to be a key audit matter, in light of the following factors:</p> <ul style="list-style-type: none"> <li>■ the significant impact on the consolidated financial statements;</li> <li>■ the importance and large number of Incoterms for estimating the Auditors' transfer dates, as determined pursuant to the sales contracts;</li> <li>■ the seasonality of sales, with a peak at the end of each quarter;</li> <li>■ the transportation times, which can vary from several days to several weeks depending on the destination.</li> </ul>	<p>Based on a sample of export sales of equipment and the accompanying pilot software selected close to the reporting date, our work also involved:</p> <ul style="list-style-type: none"> <li>■ reconciling invoices issued for corresponding contracts with the delivery documents relating to the invoices;</li> <li>■ managing the application of Incoterms and evaluating the appropriateness of the revenue recognition date used.</li> </ul> <p>Lastly, we verified the appropriateness of the disclosures provided in notes 2.21 and 28 to the consolidated financial statements.</p>

### Measurement of goodwill

Risk identified	How our audit addressed this risk
<p>At December 31, 2025, €345.5 million of goodwill was recorded in the balance sheet.</p> <p>Goodwill corresponds to the difference between the acquisition cost and the fair value of the assets acquired and liabilities assumed as part of external growth operations, as described in Note 2.3 "Goodwill" to the consolidated financial statements. Each goodwill item is allocated to one of the Group's three main regions, comprising one or more cash-generating units (CGUs).</p> <p>At the reporting date, management performs impairment tests to ensure that the net carrying amount of each goodwill item does not exceed its recoverable amount, determined in particular using the discounted cash flow method as described in Section 2.7 "Impairment of non-current assets - Impairment testing" in the Notes to the consolidated financial statements, and that there is no impairment risk.</p> <p>Accordingly, we deemed the measurement of goodwill to be a key audit matter due to the:</p> <ul style="list-style-type: none"> <li>■ their materiality, representing nearly 42% of total consolidated assets at December 31, 2025;</li> <li>■ the exercise of management judgment in determining the perpetuity growth rate and discount rates applied to cash flow projections.</li> </ul>	<p>We assessed the compliance of the methodology applied by the Group with current accounting standards.</p> <p>We also performed a critical assessment of the procedure for implementing the methodology described in Note 2.3, in particular of:</p> <ul style="list-style-type: none"> <li>■ the appropriateness of the evaluation model used;</li> <li>■ the consistency between the inputs included in the determination of the carrying amount of the different CGU groups and those included in cash flow projections;</li> <li>■ the consistency of the projected future cash flows with management's most recent estimates, as presented to the Board of Directors during the budget process;</li> <li>■ the reliability of the process used to prepare the estimates by comparing the outcomes projected in preceding years and the actual outcomes;</li> <li>■ the projected cash flows in relation to the economic and financial environment in which the different groups of CGUs operate;</li> <li>■ the reasonableness of the discount rates and perpetuity growth rates applied to the estimated cash flows of the various CGU groups, with the help of our valuation specialists;</li> <li>■ the sensitivity of values in use to changes in the main assumptions used by Management.</li> </ul> <p>We also assessed the appropriateness of disclosures provided in Notes 2.3, 2.7 and 6 to the consolidated financial statements.</p>

### Valuation of commitments to purchase minority interests

Risk identified	How our audit addressed this risk
<p>At December 31, 2025, commitments to purchase minority interests represented €102 million in present value, of which €61 million for the Launchmetrics sub-group and €41 million for TextileGenesis.</p> <p>As presented in Note 21 "Commitment to purchase minorities' shares" to the consolidated financial statements, the recent acquisitions of TextileGenesis in 2023 and Launchmetrics in 2024 were accompanied by commitments to purchase the remaining capital and voting rights through cross put and call options in several future tranches. Liabilities arising from commitments to purchase shares given to minority shareholders in subsidiaries have therefore been recognized with a corresponding entry under shareholders' equity (Group share). These commitments are revalued at each reporting date, as indicated in Note 2.17 "Commitment to purchase minorities' shares".</p> <p>Accordingly, we deemed the evaluation of commitments to purchase minorities' shares to be a key audit matter, in light of the following factors:</p> <ul style="list-style-type: none"> <li>■ their materiality in the consolidated financial statements;</li> <li>■ the exercise of management judgment in determining the prices to be paid on future tranches.</li> </ul>	<p>We assessed the compliance of accounting treatment with current accounting standards.</p> <p>Our work primarily involved:</p> <ul style="list-style-type: none"> <li>■ reviewing the legal documentation (initial contract and various amendments) for each new acquisition concerned, in order to analyze the basis for calculating the final acquisition price and the amount of the commitment to purchase minorities' shares;</li> <li>■ assessing the reasonableness of the projected aggregates used as a calculation basis for the prices to be paid on future tranches;</li> <li>■ recalculating the discounted amounts of the commitment to purchase minorities' shares on the basis of information available at December 31, 2025;</li> <li>■ reconciling minority share purchase transactions for the year with proof of payment of the price tranches concerned;</li> <li>■ assessing the breakdown of commitments to purchase minorities' shares between current and non-current liabilities in the statement of financial position;</li> <li>■ assessing the appropriateness of disclosures provided in Notes 2.17 and 21 to the consolidated financial statements.</li> </ul>

### Specific verifications

As required by legal and regulatory provisions and in accordance with professional standards applicable in France, we have also performed the specific verifications on the information presented in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

### Other verifications and information pursuant to legal and regulatory requirements

#### Presentation of the consolidated financial statements to be included in the annual financial report

In accordance with professional standards applicable to the Statutory Auditors' procedures for annual and consolidated financial statements presented according to the European single electronic reporting format, we have verified that the presentation of the consolidated financial statements to be included in the annual financial report referred to in paragraph I of Article L. 451-1-2 of the French Monetary and Financial Code (*Code monétaire et financier*) and prepared under the Chairman and Chief Financial Officer's responsibility, complies with this format, as defined by European Delegated Regulation No. 2019/815 of December 17, 2018. As it relates to the consolidated financial statements, our work included verifying that the markups in the financial statements comply with the format defined by the aforementioned Regulation.

On the basis of our work, we conclude that the presentation of the consolidated financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic reporting format.

It is not our responsibility to ensure that the consolidated financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

#### Appointment of the Statutory Auditors

We were appointed Statutory Auditors of Lectra by the Annual General Meetings held on June 28, 1990 for PricewaterhouseCoopers

Audit, on May 22, 1996 for KPMG SA and on April 25, 2025 for ERNST & YOUNG et Autres.

At December 31, 2025, PricewaterhouseCoopers Audit and KPMG SA were in the thirty-sixth and thirtieth consecutive year of their engagement, respectively, and ERNST & YOUNG et Autres in the first year.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for preparing consolidated financial statements giving a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and for implementing the internal control procedures it deems necessary for the preparation of consolidated financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless it expects to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems, relating to accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

### Responsibilities of the Statutory Auditors relating to the audit of the consolidated financial statements

#### Objective and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free of material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgment throughout the audit. They also:

- identify and assess the risks of material misstatement in the consolidated financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and

appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and the related disclosures in the notes to the consolidated financial statements;
- assess the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to

## 04 - CONSOLIDATED FINANCIAL STATEMENT

draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;

- evaluate the overall presentation of the consolidated financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The Statutory Auditors are responsible for the management, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed thereon.

### Report to the Audit Committee

We submit a report to the audit committee which includes, in particular, a description of the scope of the audit and the audit

program implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit and Accounts Committee with the declaration provided for in Article 6 of Regulation (EU) No 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

Neuilly-sur-Seine, Mérignac and Paris La Défense, February 26, 2026

The Statutory Auditors

PricewaterhouseCoopers Audit  
Flora Camp

KPMG SA  
Aurélie Lalanne

ERNST & YOUNG et Autres  
Jean-Christophe Pernet

# Parent company financial statements

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## 1. Balance sheet

## ASSETS

<i>(in thousands of euros)</i>				December 31, 2025	December 31, 2024
		Gross	Depr., amort. and impairment	Net	Net
Intangible assets	<i>note 1</i>	64,712	44,590	20,122	16,882
Concessions, patents, licenses, trademarks, processes, IT solutions, rights and similar assets		2,756	2,208	548	541
Goodwill		1,256	-	1,256	1,256
Other intangible assets		60,700	42,383	18,318	14,795
Intangible assets in progress, advances and deposits		-	-	-	290
Property, plant and equipment	<i>note 2</i>	60,308	44,667	15,640	16,616
Land		1,501	751	750	770
Buildings		27,611	18,217	9,393	10,276
Industrial plants, machinery and equipment		15,907	13,976	1,931	2,182
Other property, plant and equipment		14,304	11,723	2,581	2,960
Property, plant and equipment under construction, advances and deposits		985	-	985	427
Financial fixed assets <sup>(1)</sup>	<i>note 3</i>	615,943	800	615,143	653,804
Equity interests		610,626	800	609,827	645,888
Receivables related to equity interests		2,363	-	2,363	3,163
Other long-term equity interests		885	-	885	937
Other financial fixed assets		2,069	-	2,069	3,816
<b>Total fixed assets</b>		<b>740,963</b>	<b>90,057</b>	<b>650,905</b>	<b>687,302</b>
Inventories	<i>note 4</i>	38,501	10,915	27,586	29,957
Raw materials and other supplies		26,779	7,172	19,608	21,166
Production works-in-progress		4,195	-	4,195	4,863
Finished products		7,312	3,743	3,569	3,656
Goods		215	-	215	273
Advances and deposits on trade orders		169	-	169	1,320
Receivables <sup>(2)</sup> :		69,964	736	69,228	82,637
Trade accounts receivable	<i>note 5</i>	31,515	736	30,779	45,419
Other receivables	<i>note 6</i>	30,958	-	30,958	30,172
Prepaid expenses	<i>note 7</i>	7,490	-	7,490	7,045
Cash and cash equivalents	<i>note 10</i>	21,780	-	21,780	36,365
<b>Total current assets</b>		<b>130,414</b>	<b>11,651</b>	<b>118,764</b>	<b>150,279</b>
Unrealized foreign exchange losses and valuation differences – Assets		1,002	-	1,002	4,195
<b>Total assets</b>		<b>872,379</b>	<b>101,708</b>	<b>770,672</b>	<b>841,776</b>

(1) Of which, at less than one year, an amount of €2,954 thousand

(2) Of which, at less than one year, an amount of €57,062 thousand

## 05 - PARENT COMPANY FINANCIAL STATEMENTS

EQUITY AND LIABILITIES		2025	2024
Share capital	note 8	38,063	37,966
Share, merger and contribution premiums	note 8	144,526	142,869
Revaluation difference		-	-
Equity method difference		119,245	182,004
Reserves:			
Legal reserve		3,797	3,783
Retained earnings		140,776	131,589
Net income for the fiscal year		19,727	24,399
Investment subsidies		80	-
<b>Total shareholders' equity</b>	note 8	<b>466,215</b>	<b>522,611</b>
Provisions for contingencies		7,711	10,673
Provisions for losses		7,373	7,846
<b>Total provisions</b>	note 9	<b>15,084</b>	<b>18,519</b>
Bank borrowings	note 10	85,000	100,000
Misc. borrowings and financial debt <sup>(2)</sup>	note 10	72	117
Advances and deposits received on open customer orders		5,689	11,918
Trade payables and related accounts	note 11	37,227	34,538
Tax and social security payables	note 11	16,091	15,186
Other payables	note 11	125,632	121,066
Deferred revenues		17,462	16,529
<b>Total liabilities<sup>(1)</sup></b>		<b>287,172</b>	<b>299,353</b>
Unrealized foreign exchange gains and valuation differences – Liabilities	note 12	2,200	1,292
<b>Total equity and liabilities</b>		<b>770,672</b>	<b>841,776</b>

(1) Of which less than one year (excluding advances and deposits received on current orders)

(2) Of which participatory loans

The notes are an integral part of the parent company financial statements.

## 2. Income statement

Twelve months ended December 31		December 31	December 31
(in thousands of euros)		2025	2024
<b>Operating revenue:</b>			
Sale of goods		69,369	70,012
Production sold		162,908	164,945
Net revenues	note 13	232,276	234,957
Production added to inventories	note 14	37	1,908
Capitalized production	note 14	6,840	2,269
Subsidies	note 14	461	-
Reversals of depreciation, amortization, impairment, and provisions	note 14	3,447	833
Proceeds from sales of tangible and intangible assets	note 14	-	-
Other income	note 14	1,048	3,181
<b>Total operating revenue</b>		<b>244,110</b>	<b>243,147</b>
<b>Operating expenses:</b>			
Purchases of goods		(322)	(395)
Changes in inventory of goods		(89)	(117)
Purchases of raw materials and other supplies		(57,297)	(61,227)
Changes in inventory		(427)	(721)
Other purchases and external expenses	note 16	(67,792)	(59,133)
Taxes, duties and similar payments		(3,555)	(3,495)
Wages	note 15	(54,755)	(53,431)
Social security contributions	note 15	(25,368)	(24,108)
Depreciation, amortization and impairment:			
Fixed assets: Depreciation and amortization	note 17	(6,917)	(6,933)
Current assets: Impairment	note 17	(2,408)	(1,854)
Provisions		(972)	(3,366)
Carrying amount of tangible and intangible assets transferred		(6)	-
Other expenses		(7,952)	(422)
<b>Total operating expenses</b>		<b>(227,860)</b>	<b>(215,203)</b>
<b>Operating income</b>		<b>16,250</b>	<b>27,944</b>
<b>Financial income:<sup>(1)</sup></b>			
From equity interests		10,995	6,090
From other marketable securities and receivables from fixed assets		588	1,056
Other interest and similar income		4	-
Reversals of impairment and provisions		29	313
Other interest income		122	171
<b>Total financial income</b>		<b>11,738</b>	<b>7,630</b>
<b>Financial expenses:<sup>(2)</sup></b>			
Depreciation, amortization, impairment and provisions		(1)	(72)
Interest and similar expenses		(8,844)	(10,033)
Other financial expenses		(187)	(214)
<b>Total financial expenses</b>		<b>(9,032)</b>	<b>(10,320)</b>
<b>Financial income</b>	<b>note 18</b>	<b>2,706</b>	<b>(2,690)</b>
Income from recurring items before tax		18,956	25,254
Extraordinary income		-	-
Extraordinary expenses		-	-
<b>Net extraordinary income</b>	<b>note 19</b>	<b>-</b>	<b>-</b>
Employee profit-sharing		-	(8)
<b>Income tax</b>	<b>note 20</b>	<b>771</b>	<b>(847)</b>
<b>Net Income</b>		<b>19,727</b>	<b>24,399</b>

(1) Of which financial income from related entities amounting to €10,995 thousand

(2) Of which financial expenses from related entities amounting to €4,551 thousand

The notes are an integral part of the parent company financial statements.

### 3. Cash flow statement

Twelve months ended December 31 ( <i>in thousands of euros</i> )		2025	2024
<b>I - CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES</b>			
Net Income		19,727	24,399
Operating depreciation, amortization and provisions		8,425	8,326
Non-cash operating expenses		(2,836)	1,935
Loss (profit) on sale of fixed assets		6	-
<b>Operating cash flows</b>		<b>25,322</b>	<b>34,660</b>
Changes in inventories		613	(1,068)
Changes in trade accounts receivable		15,413	(6,838)
Changes in trade payables and other current liabilities		3,743	36,511
Changes in other receivables and tax liabilities		3,804	(11,392)
<b>Changes in operating working capital requirement</b>		<b>23,574</b>	<b>17,212</b>
<b>Net cash (used in)/provided by operating activities</b>		<b>48,896</b>	<b>51,873</b>
<b>II - CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES</b>			
Changes in intangible assets	<i>note 1</i>	(7,025)	(2,814)
Changes in property, plant and equipment	<i>note 2</i>	(2,163)	(1,211)
Changes in financial fixed assets	<i>note 3</i>	(25,803)	(82,667)
<b>Net cash provided by (used in) investing activities</b>		<b>(34,991)</b>	<b>(86,692)</b>
<b>III - CASH FLOWS FROM (USED IN) FINANCING ACTIVITIES</b>			
Cash capital increases	<i>note 8</i>	1,755	2,225
Dividend distributions		(15,199)	(13,625)
Increases in long-term and short-term borrowings		-	100,000
Repayments of long-term and short-term borrowings	<i>note 10</i>	(15,045)	(98,289)
<b>Net cash provided by (used in) financing activities</b>		<b>(28,489)</b>	<b>(9,689)</b>
<b>Increase (decrease) in cash and cash equivalents</b>		<b>(14,584)</b>	<b>(44,508)</b>
<b>Cash and cash equivalents at January 1</b>		<b>36,365</b>	<b>80,873</b>
Increase (decrease) in cash and cash equivalents		(14,584)	(44,508)
Effect of changes in foreign exchange rates		-	-
<b>Cash and cash equivalents at December 31</b>		<b>21,780</b>	<b>36,365</b>

The statement of cash flows is not part of the primary statements according to the PCG (French General Chart of Accounts).

The notes are an integral part of the parent company financial statements.

## 4. Notes to the parent company financial statements

All amounts in the tables are in thousands of euros, unless otherwise indicated.

The Lectra Group, hereafter referred to as "the **Group**" or "**Lectra**", refers to Lectra SA, hereafter "**the Company**", and its subsidiaries. The parent company financial statements were drawn up by the Board of Directors on February 26, 2026 and will be proposed to the Shareholders' Meeting for approval on April 29, 2026 for approval. Lectra SA is the ultimate consolidating company of the Lectra group.

### ACCOUNTING RULES AND METHODS

#### Change in regulations

The Company's annual financial statements were prepared and presented in accordance with the principles and methods defined by ANC Regulation No. 2022-06 of November 4, 2022 on the modernization of financial statements, amending ANC Regulation No. 2014-03. The provisions of this Regulation shall apply from the fiscal year of first-time application. The financial statements for the fiscal year ended December 31, 2024 are not retrospectively restated for the new rules. However, reclassifications and regroupings have been made in the 2024 comparative column, between balance sheet or income statement lines, to comply with the new format of the financial statements. This application constitutes a change in accounting standards entailing a change in method.

As such,

■ **On the balance sheet**, the Company carried out the main reclassifications, described below and clearly legible in the financial statements:

- Prepaid expenses (for €7.0 million) and deferred revenues (for €16.5 million) are presented on separate lines (whereas they were included on the lines "*Unrealized foreign exchange losses and valuation differences*" and "*Unrealized foreign exchange gains and valuation differences*", respectively, in assets and liabilities in the published financial statements at December 31, 2024);
- Advances and deposits paid on trade orders (amounting to €1.3 million) are presented on a separate line (whereas they were included on the "*Trade accounts receivable*" line in the financial statements published at December 31, 2024);
- Advances and deposits on open customer orders (amounting to €11.9 million) are presented on a separate line (whereas they were included on the "*Trade payables and other current liabilities*" line in the financial statements published at December 31, 2024);
- Financial liabilities have been regrouped under "*Bank borrowings*" (for €100 million) and are no longer subject to a long-term/short-term distinction (for €85 million and €15 million, respectively);
- Social security payables (for €14.7 million) are presented on the "*Tax and social security payables*" line (whereas they were included on the "*Trade payables and other current liabilities*" line in the financial statements published at December 31, 2024). Tax payables (for €0.5 million) are added to social security liabilities, whereas they were the subject of a separate line in the financial statements published at December 31, 2024);
- "*Trade payables and other current liabilities*" have been divided between "*Trade payables and related accounts*" (which includes trade payables and accrued invoices for €34.6 million) and "*Other payables*" (which mainly includes current accounts, Gemini unpaid shares and miscellaneous debts for €121.6 million).

■ **On the income statement**, the main reclassifications were carried out, as described below and clearly legible in the financial statements:

- Transfers of operating expenses for the 2024 fiscal year **(a)** are now presented under "*Production sold*" for €745 thousand and "*Wages*" for €79 thousand (whereas they were included in the "*Other operating income*" line in the financial statements published at December 31, 2024);
  - The impact of capitalized production is presented on a separate line "*Capitalized production*" at operating revenues level, whereas it was spread over different lines **(b)** of the income statement in the 2024 publication;
  - Concerning "*Depreciation, amortization and impairment*", unused reversals have been separated on the line "*Reversals of depreciation, amortization, impairment and provisions*";
  - The €43 thousand presented as exceptional income in 2024 were no longer offset and were reclassified in net financial income under "*Other interest income*" and "*Other financial expenses*"; they correspond to capital losses and gains realized on the disposal of treasury shares.
- The impacts of the reclassifications and regroupings made in the 2024 comparative column are as follows:

<b>Purchases consumed (2024 published)</b>	<b>(60,456)</b>	
Production added to inventories	(1,908)	
Changes in inventory of goods	117	
Changes in inventory	721	
Capitalized production	(97)	(b)
Purchases of goods	395	
<b>Purchases of raw materials and other supplies (2024 restated)</b>	<b>(61,227)</b>	
<b>Other operating income (2024 published)</b>	<b>4,865</b>	
Net revenues	(745)	(a)
Wages	(79)	(a)
Capitalized production	(861)	(b)
Other income (2024 restated)	3,180	
Other operating expenses (2024 published)	(58,244)	
Capitalized production	(1,311)	(b)
Other income	422	
<b>Other purchases and external expenses (2024 restated)</b>	<b>(59,133)</b>	

The parent company financial statements are prepared and presented in line with the principle of prudence and in accordance with the following base assumptions: going concern, consistency of accounting methods from one fiscal year to another, and independence of fiscal years.

Assets and liabilities are initially recorded at historical cost. Only significant information is presented.

### POST-CLOSING EVENTS

There are no significant events to be reported since December 31, 2025.

## 05 – PARENT COMPANY FINANCIAL STATEMENTS

### Dividend distribution

The Board of Directors proposes to the Shareholders' Meeting of April 29, 2026 the distribution of a dividend of €0.35 per share in 2026, in respect of the 2025 fiscal year.

The Company paid a dividend of €0.40 per share in 2025 in respect of the 2024 fiscal year.

### INTANGIBLE ASSETS

Intangible assets are carried at their purchase price less cumulative amortization and impairment, if any. Amortization is charged on a straight-line basis depending on the estimated useful life of the intangible asset.

The carrying amounts of intangible assets are reviewed each year in order to identify possible impairment losses on each asset considered.

#### Internal software and developments

This item contains only software utilized for internal purposes.

Purchased management information software packages are amortized on a straight-line basis over a minimum period of three years.

In addition to expenses incurred in the acquisition of software licenses, the Group also activates direct software development and configuration costs, comprising personnel costs for personnel involved in development of the software and external expenses directly relating to these items.

#### Technology, patents and trademarks

The Company is not dependent on any patents or licenses that it does not own.

Patents, trademarks and associated costs are amortized on a straight-line basis over three to 10 years from the date of filing.

In terms of intellectual property, no patents or other industrial property rights belonging to the Company are currently under license to third parties.

The rights held by the Company, notably with regard to software specific to its business as a software developer and publisher, are used under license by its customers within the framework of sales activity.

The Company does not activate any internally-generated expense relating to patents and trademarks.

#### Other

Other intangible assets are amortized on a straight-line basis over two to five years.

### PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment is carried at cost less accumulated depreciation and impairment, if any.

When property, plant and equipment comprises significant components with different useful lives, the latter are analyzed separately. Consequently, costs incurred in replacing or renewing a component of property, plant and equipment are recognized as distinct assets. The carrying value of the component replaced is written-off.

Subsequent expenditures relating to property, plant and equipment are capitalized if they increase the future economic benefits of the specific asset to which they are attached. All other costs are expensed directly at the time they are incurred.

Depreciation is computed on the straight-line method over their estimated useful lives as follows:

- buildings and building main structures: 20-35 years;
- secondary structures and building installations: 15 years;
- fixtures and installations: 5-10 years;
- land arrangements: 5-10 years;
- technical installations, equipment and tools: 4-10 years;
- office equipment and computers: 3-5 years;
- office furniture: 5-10 years.

### FINANCIAL FIXED ASSETS

This caption consists mainly of equity investments in consolidated subsidiaries (investments in equity affiliates) and related receivables and in non-consolidated subsidiaries (shares and loans).

By exception to the commonly adopted rule, the Company chose to apply the equity method in its parent company financial statements: equity investments in consolidated subsidiaries are recorded on the balance sheet according to the share of shareholders' equity they represent, determined according to the Group's consolidation rules.

For other investments and loans, impairment losses are recognized based on an assessment of the fair value of these companies, based on their financial position, long-term profitability and forecasts.

### TREASURY SHARES

The Ordinary Shareholders' Meeting on April 25, 2025 renewed the Company's existing share buyback program authorizing the Board of Directors to buy and sell Company shares. The purpose of this program is solely to maintain liquidity in the market of the Company's shares, via an authorized investment services provider acting within the framework of a liquidity agreement in compliance with the Charter of Ethics of the AMAFI or any other ethics charter recognized by the French Financial Markets Authority (AMF).

In order to promote the liquidity of transactions and the regularity of Lectra share quotations, the Group entrusted Natixis Oddo BHF in September 2022 with the management of its shares under a liquidity contract in accordance with the regulations and market practice accepted by the AMF.

### INVENTORIES

Inventories of raw materials are valued at the lower of purchase cost (including related costs) and their net realizable value. Finished goods and works-in-progress are valued at the lower of standard industrial cost (adjusted at year end on an actual cost basis) and their net realizable value.

The purchase cost of raw materials and the industrial cost of works-in-progress and finished goods is calculated with the weighted-average cost method.

Net realizable value is the estimated selling price in the normal course of business, less the estimated cost of completion or upgrading of the product and unavoidable selling costs.

Inventory cost does not include interest expense.

A write-down is recorded if the net realizable value is lower than the carrying value.

Write-downs on inventories of consumables and parts are calculated by comparing carrying value and probable net realizable value considering a precise analysis of the rotation and obsolescence of inventory items, taking into account the global consumption of items for maintenance and after-sales services activities, and changes in the ranges of products marketed.

## 05 - PARENT COMPANY FINANCIAL STATEMENTS

### TRADE ACCOUNTS RECEIVABLE

Trade accounts receivable are recognized at their nominal value. Impairment is recorded on the basis of the risk of non-collectability of the receivable, measured on a case-by-case basis in light of how long they are overdue, the results of reminders sent out, the local payment practices, and the risks specific to each country.

Sales in those countries presenting a high degree of political or economic risk are generally secured by letters of credit or bank guarantees.

### CASH AND CASH EQUIVALENTS

Cash equivalents comprise deposits and interest-bearing sight accounts opened in the Company's banks. These financial holdings are immediately available and are readily convertible to known amounts of cash or are subject to an insignificant risk of changes in value.

### PROVISIONS FOR CONTINGENCIES AND LOSSES

All known risks at the date of Board of Directors' meeting are reviewed in detail and a provision is recognized if an obligation exists, if the costs entailed to settle this obligation are probable or certain, and if they can be measured reliably.

At the time of the effective payment, the provision reversal is deducted from the corresponding expenses.

#### Provision for warranties

A provision for warranties covers, on the basis of historical data, probable costs arising from warranties granted by the Group to its customers at the time of the sale of equipment, for replacement of parts, technicians' travel and labor costs. This provision is recorded at the time of the booking of the sale generating a contractual obligation of warranty.

#### Provisions for deferred employee benefits plans (including retirement benefits obligations)

The termination payments to be received by employees under the collective agreement represents a future contribution (liability) for which a provision is estimated. This calculated provision net present value of the liability in respect of defined benefits in accordance with the principles set forth in CNC's recommendation 2003-R01.

Actuarial assumptions notably include a rate of salary increase, a discount rate (this corresponds to the average annual yield on investment-grade bonds with maturities approximately equal to those of the Company's obligations), an average rate of social charges and an employee turnover rate, based on observed historical data. The Company has chosen to recognize actuarial gains and losses entirely in the income statement.

Overall expenses (all elements combined) are recognized in provisions for contingencies and losses (see note 9).

### TRADE PAYABLES

Trade accounts payables refer to obligations to pay for goods or services acquired in the ordinary course of business of the Company.

### RECEIVABLES AND PAYABLES IN FOREIGN CURRENCIES

Receivables and payables denominated in foreign currencies are recorded using the current exchange rate (at the date of the

transaction) and the Company may decide to mitigate a given foreign currency exposure linked to these receivables and payables.

Receivables and payables in foreign currencies are translated at the exchange rate prevailing at December 31.

The translation differences resulting from this revaluation are shown under "Unrealized foreign exchange losses and valuation differences - Assets" and "Unrealized foreign exchange gains and valuation differences - Liabilities" on the balance sheet. Unrealized foreign exchange gains and losses are offset currency by currency when maturities are comparable, and adjusted to take into account these derivatives (hedging transactions) contracted by the Company. If the net position by currency exposes the Company to a risk, a provision is recorded to cover it.

### REVENUES

Revenue from sales of equipment (including pilot software) is recognized when the control has been transferred to the purchaser. These conditions are fulfilled upon physical transfer of the equipment in accordance with the contractual sale terms.

For on-premise software, those conditions are usually fulfilled when the software is installed on the customer's computer (either by USB flash drive or downloading).

Revenue from subscription sales of software (granting the customer with an access right to the said software licenses) is spread over the duration of the customer's commitment

Revenue related software maintenance and recurring services, billed in advance, is spread linearly over the duration of the contracts, as they are 'stand-ready' obligations

Revenue from non-recurring services is recognized when these services are rendered or, in certain cases, over time, based on the completion of hours or days of work.

### SUBSIDIES

Investment grants are recognized in the income statement over the period of consumption of the economic benefits expected to derive from the corresponding asset.

Operating subsidies are recognized as deferred revenues when received and recorded in the income statement under operating income. This applies to grants received to finance research and development projects.

### RESEARCH AND DEVELOPMENT COSTS

The technical feasibility of software and equipment developed by the Company is generally not established until a prototype has been produced or until feedback is received from its pilot sites, setting the stage for their commercialization. Consequently, the technical and economic criteria requiring the recognition of development costs in assets at the moment they occur are not met, and these, together with research costs, are therefore fully expensed in the period in which they are incurred.

### DERIVATIVES

The Company uses financial instruments to manage and hedge its exposure to foreign currency.

Profits and losses resulting from the use of foreign exchange futures to hedge foreign exchange risk are recorded in profit or loss in the same period as the hedged transactions.

## 5. Notes on balance sheet

### Parent company

#### NOTE 1 INTANGIBLE ASSETS

2025	Internal software and developments	Technology, patents and trademarks	Other	Total
<b>Gross value at January 1, 2025</b>	<b>34,238</b>	<b>2,623</b>	<b>20,883</b>	<b>57,742</b>
External purchases	47	188	-	235
Internal developments	6,790	-	-	6,790
Write-offs and disposals	-	(55)	-	(55)
<b>Gross value at December 31, 2025</b>	<b>41,075</b>	<b>2,756</b>	<b>20,883</b>	<b>64,712</b>
Amortization at December 31, 2025	(29,055)	(2,208)	(13,328)	(44,590)
<b>Net value at December 31, 2025</b>	<b>12,020</b>	<b>548</b>	<b>7,556</b>	<b>20,122</b>

2024	Internal software and developments	Technology, patents and trademarks	Other	Total
<b>Gross value at January 1, 2024</b>	<b>32,199</b>	<b>2,715</b>	<b>20,883</b>	<b>55,796</b>
External purchases	312	330	-	642
Internal developments	2,172	-	-	2,172
Write-offs and disposals	(445)	(422)	-	(868)
<b>Gross value at December 31, 2024</b>	<b>34,238</b>	<b>2,623</b>	<b>20,883</b>	<b>57,742</b>
Amortization at December 31, 2024	(26,866)	(2,082)	(11,912)	(40,860)
<b>Net value at December 31, 2024</b>	<b>7,373</b>	<b>541</b>	<b>8,971</b>	<b>16,882</b>

Changes in depreciation:

2025	Internal software and developments	Technology, patents and trademarks	Other	Total
<b>Amortization at January 1, 2025</b>	<b>(26,866)</b>	<b>(2,082)</b>	<b>(11,912)</b>	<b>(40,860)</b>
Depreciation expenses	(2,189)	(181)	(1,416)	(3,785)
Write-offs and disposals	-	55	-	55
<b>Amortization at December 31, 2025</b>	<b>(29,055)</b>	<b>(2,208)</b>	<b>(13,328)</b>	<b>(44,590)</b>

#### Internal software and developments

As part of an ongoing process to upgrade and reinforce its information systems, in 2024 and 2025 the Company purchased licenses for new information management software together with additional licenses for software already in use. Investments concerned license purchase costs together with the cost of developing and configuring the corresponding software.

2025 was notably impacted by the expenses incurred for the acquisition of the Group's new ERP. This project, which began in 2024, is expected to take another seven years.

Write-offs and disposals of intangible assets mainly concern the scrapping of obsolete software.

#### Other intangible assets

In 2025, as in 2024, the Company did not acquire any other intangible assets.

The bulk of other intangible assets concerns intellectual property previously held by Gemini CAD Systems S.A., for an amount of €5,950 thousand, Kubix Lab Srl for an amount of €3,077 thousand, Retviews SA for an amount of €2,300 thousand and the goodwill of a company acquired in 2005, non-amortizable, for an amount of €1,256 thousand.

#### NOTE 2 PROPERTY, PLANT AND EQUIPMENT

2025	Land and buildings	Fixtures and fittings	Equipment and other	Total
<b>Gross value at January 1, 2025</b>	<b>10,454</b>	<b>18,491</b>	<b>29,350</b>	<b>58,296</b>
Investments	-	638	1,525	2,163
Write-offs and disposals	-	(1)	(150)	(151)
<b>Gross value at December 31, 2025</b>	<b>10,454</b>	<b>19,128</b>	<b>30,725</b>	<b>60,308</b>
Depreciation at December 31, 2025	(4,231)	(14,735)	(25,701)	(44,667)
<b>Net value at December 31, 2025</b>	<b>6,223</b>	<b>4,394</b>	<b>5,024</b>	<b>15,640</b>

## 05 – PARENT COMPANY FINANCIAL STATEMENTS

2024	Land and buildings	Fixtures and fittings	Equipment and other	Total
<b>Gross value at January 1, 2024</b>	<b>10,454</b>	<b>18,376</b>	<b>28,583</b>	<b>57,413</b>
Investments	-	143	1,069	<b>1,212</b>
Write-offs and disposals	-	(28)	(302)	<b>(330)</b>
<b>Gross value at December 31, 2024</b>	<b>10,454</b>	<b>18,491</b>	<b>29,350</b>	<b>58,296</b>
Depreciation at December 31, 2024	(3,988)	(13,697)	(23,995)	<b>(41,681)</b>
<b>Net value at December 31, 2024</b>	<b>6,467</b>	<b>4,794</b>	<b>5,355</b>	<b>16,616</b>

Changes in depreciation:

2025	Land and buildings	Fixtures and fittings	Equipment and other	Total
<b>Depreciation at January 1, 2025</b>	<b>(3,988)</b>	<b>(13,697)</b>	<b>(23,995)</b>	<b>(41,681)</b>
Depreciation expenses	(243)	(1,038)	(1,850)	<b>(3,132)</b>
Write-offs and disposals	-	1	144	<b>145</b>
<b>Depreciation at December 31, 2025</b>	<b>(4,231)</b>	<b>(14,735)</b>	<b>(25,701)</b>	<b>(44,667)</b>

### Land and buildings

Land and buildings pertain only to the Company's industrial facilities in Bordeaux-Cestas (France), amounting to a gross value of €10,454 thousand and to a net value of €6,223 thousand at December 31, 2025.

The facilities in Bordeaux-Cestas cover an area of 11.6 hectares (28.7 acres) and the buildings represent 33,466 m<sup>2</sup> (360,225 ft<sup>2</sup>). Investments are made on a regular basis at these facilities.

At December 31, 2025, the land (non-depreciable) has a total gross value of €665 thousand. The total gross value of buildings is €9,789 thousand, depreciated in the amount of €4,231 thousand.

### Fixtures and fittings

Fixtures and fittings refer to the Bordeaux-Cestas industrial facility for a gross amount of €19,128 thousand and a net amount of €4,394 thousand at December 31, 2025.

Investments were made in fixtures and fittings in 2025 (€638 thousand) and 2024 (€143 thousand). In 2025, as in 2024, these mostly related to building renovations.

### Equipment and other property, plant and equipment

Purchases of equipment and other property, plant and equipment in 2025 and 2024 mainly concerned computer equipment and manufacturing molds and tools for the Bordeaux-Cestas industrial facility.

## NOTE 3 – FINANCIAL FIXED ASSETS

2025	Investments in associates	Other shares and loans	Other financial fixed assets	Total
<b>Gross value at January 1, 2025</b>	<b>640,913</b>	<b>8,967</b>	<b>4,753</b>	<b>654,633</b>
Increase	27,443	1,400	18,226	<b>47,068</b>
Equity method difference	(62,759)	-	-	<b>(62,759)</b>
Disposals	(2,174)	(801)	(20,025)	<b>(23,000)</b>
<b>Gross value at December 31, 2025</b>	<b>603,423</b>	<b>9,566</b>	<b>2,954</b>	<b>615,943</b>
Provisions at December 31, 2025	-	(800)	-	<b>(800)</b>
<b>Net value at December 31, 2025</b>	<b>603,423</b>	<b>8,767</b>	<b>2,954</b>	<b>615,143</b>

2024	Investments in associates	Other shares and loans	Other financial fixed assets	Total
<b>Gross value at January 1, 2024</b>	<b>520,000</b>	<b>5,890</b>	<b>1,331</b>	<b>527,221</b>
Increase	79,563	3,549	13,952	<b>97,064</b>
Equity method difference	41,350	-	-	<b>41,350</b>
Disposals	-	(472)	(10,530)	<b>(11,002)</b>
<b>Gross value at December 31, 2024</b>	<b>640,913</b>	<b>8,967</b>	<b>4,753</b>	<b>654,633</b>
Provisions at December 31, 2024	-	(828)	-	<b>(828)</b>
<b>Net value at December 31, 2024</b>	<b>640,913</b>	<b>8,139</b>	<b>4,753</b>	<b>653,804</b>

## 05 – PARENT COMPANY FINANCIAL STATEMENTS

### NOTE 3.1 INVESTMENTS IN ASSOCIATES

Equity method differences correspond to the difference between the value of investments in associates after application of the equity method and the value at acquisition cost in the case where the equity-accounted value is higher than the acquisition cost, which is the case at December 31, 2025 as well as in 2024. In 2025, the decrease in equity method differences was mainly due to the depreciation of the dollar and the deterioration in the net positions of certain subsidiaries.

#### Acquisition of Launchmetrics

On January 9, 2024, the Company announced the signature of an agreement to acquire the majority of the share capital and voting rights of the American company Launchmetrics. The transaction was finalized on January 23, 2024.

It involves, in 2024, the acquisition of 50.2% of Launchmetrics' share capital and voting rights for an amount of \$83.2 million (€77 million). The acquisition of the remaining share capital and voting rights (minority shares purchase commitment – with cross puts and calls) will take place in five phases in 2025 (paid in June of this year), 2026, 2027, 2028 and 2030. It will bring the total cost of the acquisition to an estimated amount, at the initial date of the acquisition, between \$200 and 240 million, based on expected double-digit growth in both recurring revenues and EBITDA before non-recurring items, over the 2024-2029 period.

The Company carried out the second phase of the purchase of minority shares in June 2025 for an amount of \$23.8 million (€20.5 million), bringing Lectra's share capital and voting rights to 63.2%.

#### Takeover of Glengo Teknoloji and acquisition of Neteven

The Group finalized an agreement regarding the acquisition of the remaining minority interests in Neteven and Glengo Lectra Teknoloji for €3.3 and €1.7 million, respectively. The payment for Glengo Lectra Teknoloji's minority shares took place in June 2025, and that for Neteven occurred in September 2025.

#### Acquisition of Gemini

In September 2021, the Company acquired 60% of the share capital and voting rights of the Romanian company Gemini for €9,396 thousand and also signed an agreement to purchase the remainder of the share capital and voting rights in 2024, 2025 and 2026. The Company purchased 15% of the share capital for an amount of €2,520 thousand in October 2024. The Company renegotiated the purchase price for the remaining shares for a fixed amount of €3,467 thousand.

In 2025, the Company therefore paid an amount of €1,734 thousand and plans to pay an identical amount in 2026. This remaining commitment is now considered as a deferred payment and is recorded in "Other current liabilities". Moreover, the Company carried out a share capital reduction for its subsidiary amounting to €2,174 thousand.

### NOTE 3.2 OTHER SHARES AND LOANS

#### Acquisition of a minority interest in Six Atomic

Following the signing of an agreement on September 16, 2024, Six Atomic carried out a capital increase of \$2.5 million, reserved for Lectra, allowing it to acquire 17.9% of the company's shares and voting rights. The Company also holds options for progressively increasing its stake in the share capital of the company in order to support its development.

#### Acquisition of a minority interest in AQC Industry SAS (AQC)

Following the signing of an agreement on October 7, 2024, AQC carried out a capital increase of €1,299 thousand, reserved for Lectra, allowing it to acquire 28.9 % of the company's shares and voting rights. Lectra also holds options for progressively increasing its stake in the company in order to support its development.

On December 19, 2025, AQC carried out a capital increase of €1,400 thousand, reserved for Lectra, allowing it to acquire an additional 15.5% of the company's shares and voting rights. Following this acquisition, Lectra holds 44.4% of the company's shares and voting rights.

#### Other movements

In 2025, the decrease in other shares and loans is explained by a repayment of €800 thousand for a loan granted in 2022 by the Company to its Turkish subsidiary Glengo Teknoloji AS (a repayment of €400 thousand in 2024). The balance is an amount of €2 million.

### NOTE 3.3 OTHER FINANCIAL FIXED ASSETS

#### Treasury shares

Treasury shares make up the bulk of this item. At December 31, 2025, the Company held 38,361 shares, i.e. 0.10% of the share capital within the framework of the liquidity agreement (compared with 0.09% at December 31, 2024) for a total of €885 thousand (compared with €937 thousand at December 31, 2024) representing an average purchase price of €23.06 per share.

## 05 – PARENT COMPANY FINANCIAL STATEMENTS

Movements in treasury shares are detailed below:

	2025			2024		
	Number of shares	Amount	Average price per share (in euros)	Number of shares	Amount	Average price per share (in euros)
Treasury shares at January 1 (historical cost)	35,468	937	26.43	31,409	885	28.16
<b>Liquidity agreement</b>						
Purchases (at purchase price)	371,211	9,118	24.56	178,222	5,289	29.68
Sales (being updated)	(368,318)	(9,106)	24.72	(174,163)	(5,193)	29.82
<b>Net cash flows for the fiscal year</b>	<b>2,893</b>	<b>13</b>		<b>4,059</b>	<b>96</b>	
Gains (losses) on disposals		(65)			(43)	
<b>Treasury shares at December 31 (historical cost)</b>	<b>38,361</b>	<b>885</b>	<b>23.06</b>	<b>35,468</b>	<b>937</b>	<b>26.43</b>

The resources allocated to the liquidity agreement also included, at December 31, 2025, the amount of €322 thousand.

The Company holds no treasury shares outside the framework of the liquidity agreement.

### NOTE 4 INVENTORIES

	2025	2024
Raw materials and other supplies	26,779	27,479
Finished goods <sup>(1)</sup> and work-in-progress:	11,722	11,893
<i>Production works-in-progress</i>	4,195	4,863
<i>Finished products</i>	7,312	6,758
Goods	215	273
<b>Gross value</b>	<b>38,501</b>	<b>39,372</b>
Raw materials and other supplies	(7,172)	(6,313)
Finished goods <sup>(1)</sup> and work-in-progress:	(3,743)	(3,102)
<i>Production works-in-progress</i>	-	-
<i>Finished products</i>	(3,743)	(3,102)
Goods	-	-
<b>Depreciation</b>	<b>(10,915)</b>	<b>(9,415)</b>
Raw materials and other supplies	19,608	21,166
Finished goods <sup>(1)</sup> and work-in-progress:	7,979	8,791
<i>Production works-in-progress</i>	4,195	4,863
<i>Finished products</i>	3,569	3,656
Goods	215	273
<b>Net value</b>	<b>27,586</b>	<b>29,957</b>

(1) Including demonstration and second-hand equipment.

In 2025, €257 thousand of inventory fully written-down was scrapped (€623 thousand in 2024), thereby diminishing the gross value and write-downs by the same amount.

### NOTE 5 TRADE ACCOUNTS RECEIVABLE

#### Maturity of receivables

Receivables	Gross amount in balance sheet	Due in no more than one year	Due in more than one year
Receivables from fixed assets	4,432	2,069	2,363
Receivables from current assets	62,643	52,104	10,539
Prepaid expenses	7,490	7,490	-
<b>Total</b>	<b>74,565</b>	<b>61,663</b>	<b>12,902</b>

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### Changes in trade accounts receivable including deposits

	2025	2024
Group trade accounts receivable	9,598	17,653
Group provisions for impairment	-	-
<b>Group trade accounts receivable, net value</b>	<b>9,598</b>	<b>17,653</b>
Non-Group trade accounts receivable	22,086	29,472
Non-Group provisions for impairment	(736)	(386)
<b>Non-group trade accounts receivable, net value</b>	<b>21,350</b>	<b>29,086</b>
<b>Total trade accounts receivable, gross value</b>	<b>31,684</b>	<b>47,125</b>
Provisions for impairment	(736)	(386)
<b>Total trade accounts receivable, net value</b>	<b>30,948</b>	<b>46,739</b>

Trade accounts receivable at December 31, 2025 include €17,462 thousand, excluding taxes, on recurring contracts, other services and equipment billed in advance in respect of fiscal year 2026 (compared with €16,529 thousand, excluding taxes, at December 31, 2024 in respect of fiscal year 2025). The counterparty is recorded in deferred revenues (see note 12). The Company holds no trade receivable with a maturity beyond one year.

### NOTE 6 OTHER RECEIVABLES

	Less than 1 year	Between 1 and 5 years	Total
Advances granted to employees	12	-	12
Advances granted to subsidiaries	13,409	-	13,409
Research tax credit	2,162	10,539	12,701
VAT	826	-	826
Income tax receivables	3,640	-	3,640
Other miscellaneous receivables	370	-	370
<b>Total</b>	<b>20,419</b>	<b>10,539</b>	<b>30,958</b>

#### Research tax credit

When the research tax credit applicable in France cannot be deducted from the corporate income tax, it is treated as a receivable on the French tax administration. If unused in the ensuing three years, they are historically repaid to the Company in the course of the fourth year.

The research tax credit (€2,973 thousand) for fiscal 2025 was recognized but not received.

Thus, at December 31, 2025, Lectra SA held a €12,701 thousand receivable on the French tax administration, comprised of the remaining amount of the research tax credit, after deduction from the corporate income tax due for each fiscal year: €2,973 thousand for 2025, €1,549 thousand for 2024, none for fiscal years 2022 and 2023 (since the research tax credit was fully deducted from the corporate income tax of those fiscal years), and €8,179 thousand for 2018–2019).

The Company had also recorded a provision for risk of €6,600 thousand in December 31, 2023, considering ongoing discussions with the French administration concerning the Lectra SA research tax credit.

Considering its estimates of tax credits and corporate income tax for the next three fiscal years, the Company does not expect to make any payment in respect of corporate income tax in France (other than for certain very occasional advance payments, from which the research tax credit of each fiscal year will be deducted in full. During the third quarter of 2025, it therefore received the balance of €2,037 thousand in respect of the 2021 tax credit.

If the income tax expense were to rise above the amounts of tax credit for the year, the Company would continue not to pay corporate income tax until the corresponding receivable is deducted in full. Thereafter it would deduct these tax credits each year from the income tax expense for the same year in full and would be required to pay the residual amount.

#### Other tax receivables

Other tax receivables at December 31, 2025 comprise mainly the recoverable value-added tax amounting to €826 thousand (€584 thousand at December 31, 2024).

**NOTE 7 PREPAID EXPENSES**

	2025	2024
Rental and insurance costs	532	582
IT equipment rental costs	5,982	5,151
Other prepaid expenses	977	1,312
<b>Total</b>	<b>7,490</b>	<b>7,045</b>

**NOTE 8 SHAREHOLDERS' EQUITY**

	2025	2024
<b>Shareholders' equity at January 1</b>	<b>522,611</b>	<b>468,262</b>
Share capital movements and issue premiums	1,755	2,225
Changes in revaluation reserves	(62,759)	41,350
Movements in retained earnings and reserves	-	-
Dividend distributions	(15,199)	(13,625)
Net income for the fiscal year	19,727	24,399
Investment subsidies	80	-
<b>Shareholders' equity at December 31</b>	<b>466,215</b>	<b>522,611</b>

*Note 8.1.1 Share capital*

	2025		2024	
	Number of shares	Share capital (in euros)	Number of shares	Share capital (in euros)
<b>Share capital at January 1</b>	<b>37,966,274</b>	<b>37,966,274</b>	<b>37,832,965</b>	<b>37,832,965</b>
Stock options exercised	96,989	96,989	133,309	133,309
<b>Share capital at December 31</b>	<b>38,063,263</b>	<b>38,063,263</b>	<b>37,966,274</b>	<b>37,966,274</b>

The shares comprising the capital are fully paid up.

*Note 8.1.2 Share and merger premiums*

	2025	2024
<b>Share and merger premiums at January 1</b>	<b>142,869</b>	<b>140,777</b>
Stock options exercised	1,657	2,092
<b>Share and merger premiums at December 31</b>	<b>144,526</b>	<b>142,869</b>

**NOTE 8.2 VOTING RIGHTS**

Voting rights are proportional to the share capital represented by stock held.

Prior to the Extraordinary Shareholders' Meeting of April 25, 2025, only registered shares held before May 15, 2001 carried double voting rights, in accordance with the transitional provisions of the by-laws.

On April 25, 2025, the Special Shareholders' Meeting of holders of shares with double voting rights and the Extraordinary Shareholders' Meeting approved the cancellation of double voting rights and the consequent amendment to the by-laws. This cancellation (i) brought the Company's practice in line with that of companies in other European countries, where the principle of "one share, one vote" is widely applied, and (ii) put an end to an inequality among shareholders, as this advantage was limited to an extremely small number of them and no other shareholders were entitled to it.

At December 31, 2025, all shares carried a single voting right, and the theoretical total number of voting rights was 38,063,263. This number has been reduced to 38,024,902 due to the fact that no voting rights are attached to treasury shares (under the liquidity agreement).

**NOTE 8.1 SHARE CAPITAL, SHARE AND MERGER PREMIUMS**

The share capital at December 31, 2025 totaled €38,063,263, divided into 38,063,263 shares with a par value of €1.00 (it amounted to €37,966,274 divided into 37,966,274 shares with a par value of €1.00 at December 31, 2024).

As of January 1, 2025, the share capital had increased by 96,989 shares due to the exercise of stock options, leading to an increase of €96,989 in the share capital and a total issue premium of €1,657,547 (issue of 133,309 shares in 2024).

Apart from the authority to increase the capital granted by the Shareholders' Meeting within the framework of the granting of stock options to senior executives and employees, there is no other authorization outstanding such as to alter the number of shares comprising the share capital.

The tables below provide details of changes in the number of shares, the share capital and share and merger premiums in fiscal years 2025 and 2024.

**NOTE 8.3 CROSSING OF STATUTORY THRESHOLDS**

Other than the legal notification requirements for crossing the thresholds established by French law, there is no special statutory obligation.

**NOTE 8.4 STOCK OPTIONS**

At December 31, 2025, 499 employees were the beneficiaries of 1,504,013 options and 21 former employees still held 276,873 options; altogether, 520 persons were beneficiaries of options (respectively 424, 21 and 445 at December 31, 2024).

At that date, the maximum number of shares comprising the share capital, including potential new shares liable to be issued via the exercise of existing rights qualifying for subscription to new shares was 39,844,149, made up as follows:

- share capital: 38,063,263 shares;
- stock options: 1,780,886 shares.

Each option entitles the holder to purchase one new share with a par value of €1.00 at the exercise price set by the Board of Directors on the grant date. If all of the outstanding stock options at December 31,

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2025 were exercised – regardless of whether the beneficiary's options are vested or not yet vested – and regardless of their exercise price relative to their market price at December 31, 2025, the share capital would increase by €1,780,886, with a total issue premium of €40,563,486. The potential dilution would thus be 4.5%.

None of the Company's subsidiaries have set up a Company stock option or share purchase plan.

Annual option plans are granted by the Board of Directors at least twenty trading days after the dividend approved by the annual

Shareholders' Meeting is made payable, or thirty to forty-five calendar dates after the Meeting if no dividend is declared, i.e. around June 10.

The share exercise price is set on the date of granting of the options,

at a price in no circumstances less than the average opening price of the share listed for the twenty trading sessions prior to the date of granting of options by the Board of Directors.

### Note 8.4.1 Outstanding stock options: options granted, exercised and canceled during the period

	2025		2024	
	Number of stock options	Weighted average exercise price (in euros)	Number of stock options	Weighted average exercise price (in euros)
<b>Stock outstanding options at January 1</b>	<b>1,463,680</b>	<b>26.11</b>	<b>1,377,567</b>	<b>24.31</b>
Stock options granted during the year <sup>(1)</sup>	1,102,568	24.75	311,270	32.50
Stock options exercised during the year	(96,989)	18.09	(133,309)	16.69
Stock options expired/canceled during the year	(688,373)	31.08	(91,848)	34.47
<b>Stock outstanding options at December 31</b>	<b>1,780,886</b>	<b>23.78</b>	<b>1,463,680</b>	<b>26.11</b>
- of which vested	747,090	22.35	873,574	22.04
- of which not yet vested	1,033,796	24.81	590,106	32.11

(1) Maximum total theoretical number of stock options, of which 573,503 options were granted subject to the waiver condition of the 2022-2023-2024 plans. For more details, see chapter 1, Management Discussion and Analysis, section 9.5.2.

For the plans granted since 2016, the right to exercise these options vests on a single occasion at the end of the four-year period starting on January 1 of the year of granting and ending on December 31 of the fourth year.

### Note 8.4.2 Breakdown of outstanding stock options at December 31, 2025, by category of beneficiaries

	Number of beneficiaries	Number of stock options	In %	Of which fully vested	Of which exercise rights not yet vested
Group Executive Management <sup>(1)</sup>	9	370,039	20%	101,870	268,169
Group management <sup>(2)</sup>	23	240,916	14%	80,039	160,877
Other employees <sup>(3)</sup>	467	893,058	51%	288,308	604,750
Persons having left the Company and still holding unexercised options	21	276,873	16%	276,873	0
<b>Total</b>	<b>520</b>	<b>1,780,886</b>	<b>100%</b>	<b>747,090</b>	<b>1,033,796</b>

(1) The sole beneficiaries are the members of the Executive Committee, excluding Daniel Harari, Chairman and Chief Executive Officer, who does not hold any options.

(2) Plan subject, for 50%, to attendance criteria and 50% to performance criteria over one year.

(3) Plan subject to presence criteria only.

The 276,873 stock options held by people having left the Group are broken down by exercise date as follows: 195,552 options in 2024, 35,883 options in 2025, 23,030 options in 2026, 21,636 in 2027 and 772 in 2028.

### Note 8.4.3 Breakdown of outstanding stock options at December 31, 2025, by exercise date and exercise price

Grant date	Expiration date	Number	Exercise price (in euros)
June 12, 2018	June 12, 2026	1,530	22.25
June 12, 2019	June 12, 2027	1,246	22.50
June 9, 2020	June 9, 2028	535,488	18.00
June 8, 2021	June 8, 2029	161,230	33.50
June 8, 2022	June 8, 2030	24,174	38.50
June 7, 2023	June 7, 2031	25,108	28.25
June 7, 2024	June 7, 2032	7,430	32.50
June 5, 2025	June 5, 2033	1,024,680	24.75
<b>Total</b>		<b>1,780,886</b>	

Note 8.4.4 Breakdown of stock options for which exercise rights remain to be vested after December 31, 2025 by the beneficiaries

Year	Number
2026	3,472
2027	1,030,324
<b>Total</b>	<b>1,033,796</b>

Note 8.4.5 Absence of stock option plans for the company officer

No stock option was granted to Daniel Harari, Chairman and Chief Executive Officer, who owns more than 10% of the capital since 2000 and has therefore been prohibited since this date by French law from being granted further stock option, and holds none.

Note 8.4.6 Stock options granted in 2025

At its meeting of June 5, 2025, the Board of Directors granted 1,102,568 options under the 2025 stock option plan, of which 573,503 options subject to a condition precedent to waive rights to the 2022, 2023 and 2024 plans. The first allocation plan for a maximum of 529,065 stock options to 389 beneficiaries, at an exercise price of €24.75 per option, breaks down as follows:

- a maximum number of 140,934 options to 10 members of the Executive Committee, for which the right to exercise the options is dependent on the presence on December 31, 2027 and on the 2024-2027 performance for all the options granted;
- a maximum number of 84,619 options to 23 of the most senior executives for which the right to exercise the options is dependent on the presence on December 31, 2027 for half of the options granted and to the presence and the performance in 2025 for the other half of the options granted; and
- 303,512 stock options to 356 other managers and individual contributors, the right to exercise being conditional on solely presence at December 31, 2027.

For options subject to performance conditions, the final number of options is calculated according to the percentage of achievement of the objectives set for the reference period concerned:

- 2025 for the most senior management beneficiaries, and
- 2025-2027 for beneficiaries who are members of the Executive Committee. It also takes account of departures between the date of grant and the end of 2025.

In addition, on June 5, 2025, the Board of Directors proposed to the beneficiaries of the 2022, 2023 and 2024 plans an allocation of a number of new options equal to that granted under the said plans, subject to the waiver by each interested party of all of their options resulting from said plans. This allows the beneficiaries concerned to

envisage a capital gain on the options granted in previous years, with an exercise price of €24.75 (instead of €38.50, €28.25 and €32.50, respectively, for the 2022, 2023 and 2024 plans), but without an increase in dilution. This new grant subject to the waiver condition totals 573,503 options.

At the date of this report, the calculations of actual performance in 2025 have been finalized for all the most senior manager beneficiaries and 6,453 options were canceled out of the 84,619 options originally granted to them. The calculations of the performance of the members of the Executive Committee for the period 2025-2027 and the cancellation of the non-vested options due to the non-achievement of the 2025-2027 objectives will be carried out in 2028.

Moreover, 37,560 options granted in 2025 have ceased to be valid due to the departure of 10 beneficiaries. 13,227 options also lapsed, due to their waiver or cancellation for the preservation of options granted in 2022, and/or 2023, and/or 2024 by the 21 beneficiaries concerned.

As a result, the total number of stock options at December 31, 2025 initially granted (1,102,568 options to 459 beneficiaries) has been reduced to 1,024,680 and the number of beneficiaries to 436.

The 10 Group employees to whom the largest number of options was granted in the course of fiscal year 2025 were granted a total of 148,692 options.

All of the options granted concerned Group employees.

The only company officer (*dirigeant mandataire social*), Daniel Harari, has held no stock options since 2000.

The options are valid for a period of eight years from the date of granting.

The right to exercise the options vests at the end of the period ended December 31, 2027 (the beneficiary being required to retain links with the Company or with one of its related companies in the form of an employment contract or as a company officer at this date). In the event of the departure of a beneficiary before this date, all options that were granted to the beneficiary cease to be valid.

By way of exception, the right to exercise options shall be maintained in the event of the death of the beneficiary, or retirement at the statutory pensionable age in the beneficiary's country. Provided the death or retirement occurs between January 1 of the year following the grant and the end of the three-year vesting period (that is, between January 1, 2025 and December 31, 2027) the right to exercise options shall be maintained in full.

Moreover, 610,485 options granted prior to 2025 have lapsed due to the departure of the beneficiaries or the waiver of rights to the 2022 to 2024 plans or because they have not been exercised by their beneficiaries.

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### Note 8.4.7 Options exercised in 2025

96,989 options pertaining to the different stock option plans in force at December 31, 2024 were exercised in 2025.

Grant date	Number of stock options exercised	Exercise price per share (in euros)	2025
June 12, 2018	2,055	22.25	
June 9, 2020	92,874	18.00	
June 8, 2021	2,060	33.50	
<b>Total</b>	<b>96,989</b>		<b>18.42</b>

## NOTE 9 PROVISIONS FOR CONTINGENCIES AND LOSSES

	Total at January 1, 2025	Increases: amount for the fiscal year	Decreases: reversals in the fiscal year		At December 31, 2025
			Used amounts reversed	Unused amounts reversed	
Provisions for foreign exchange losses	3,333	-	(2,807)	-	526
Provisions for warranties and technical contingencies	740	1,006	-	(1,160)	585
Other provisions for contingencies	6,600	-	-	-	6,600
<b>Provisions for contingencies</b>	<b>10,673</b>	<b>1,006</b>	<b>(2,807)</b>	<b>(1,160)</b>	<b>7,711</b>
Provisions for retirement benefit obligations	7,326	696	(966)	(176)	6,879
Provisions for social contingencies	520	142	(133)	(36)	494
<b>Provisions for losses</b>	<b>7,846</b>	<b>838</b>	<b>(1,099)</b>	<b>(212)</b>	<b>7,373</b>
<b>Total</b>	<b>18,519</b>	<b>1,844</b>	<b>(3,906)</b>	<b>(1,372)</b>	<b>15,084</b>

### NOTE 9.1 PROVISIONS FOR FOREIGN EXCHANGE LOSSES

Provisions for foreign exchange losses reflect the Company's risk on its long-term and short-term currency positions (see note 18).

### NOTE 9.2 PROVISIONS FOR RETIREMENT BENEFIT OBLIGATIONS

The provision is calculated in accordance with applicable accounting rules and methods. The rates retained under the actuarial assumptions for fiscal year 2025 are as follows:

- an average rate of salary increase (including inflation) by socio-professional category and by age bracket;
- a discount rate of 3.95%;
- the turnover rate for employees under 50 years of age was 6.60% for non-managerial grade personnel, and 13.90% for managerial grade personnel. It was 0% over the age of 50 for non-managerial grade personnel and 1.70% for managerial grade personnel;
- an average social contribution rate of 46.5% for managerial grade personnel and 46.0% non-managerial grade personnel.

## NOTE 10 BORROWINGS AND FINANCIAL DEBT

### NOTE 10.1 NET CASH / NET DEBT

	2025	2024
Available cash	21,780	36,365
Cash equivalents	-	-
borrowings and financial debt	(85,072)	(100,117)
<b>Net debt / Net cash</b>	<b>(63,292)</b>	<b>(63,752)</b>

Until May 31, 2021, the Company had no borrowings or financial debt. On June 1, 2021, it took out a €140 million loan with three banks, which was fully repaid on June 27, 2024. A further loan of €100 million was taken out with three banks in June 2024. In 2025, the Company repaid an amount of €15 million in two installments of €7.5 million in June and December.

The major part of cash is invested in interest-bearing sight accounts and time deposits.

### NOTE 10.2 BORROWINGS AND FINANCIAL DEBT BY CATEGORY AND BY MATURITY

The Company signed a new agreement with its banks in January 2024 for a €100 million loan with a five-year maturity, which was drawn down on June 27, 2024, and is repayable by eight semi-annual installments of 7.5% and 40% *in fine*. It bears interest at the 3-month or 6-month Euribor rate, to which a margin is added, depending on a leverage ratio set at 155 basis points at December 31, 2025 (175 basis points at December 31, 2024).

At December 31, 2025, the maturity of the loan was as follows:

	2025	2024
Short term – less than one year	(15,072)	(15,117)
Long term – more than one year, and less than five years	(70,000)	(85,000)
<b>Total</b>	<b>(85,072)</b>	<b>(100,117)</b>

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### Covenant

For the entire duration of the loan, the Company is committed to complying with a leverage ratio specifying the ratio of the Group's net

financial debt to EBITDA before non-recurring items on June 30 and December 31 of each year.

## NOTE 11 TRADE PAYABLES AND OTHER SHORT-TERM LIABILITIES

### Maturity of payables

Payables	Gross amount in balance sheet	Due in no more than one year	Due in more than one year and no more than five years	Due in more than 5 years
Borrowings and similar payables	85,072	15,072	70,000	-
Trade payables and related accounts	59,006	59,006	-	-
Other payables	125,632	125,632	-	-
Deferred revenues	17,462	17,462	-	-
<b>Total</b>	<b>287,172</b>	<b>217,172</b>	<b>70,000</b>	<b>-</b>

### Change in trade payables and other current liabilities

	2025	2024
Trade payables	24,638	23,727
Trade payables (invoices not yet received)	12,588	10,811
Customer deposits	5,689	11,918
<b>Total Trade payables and customer deposits</b>	<b>42,915</b>	<b>46,456</b>
Social liabilities	15,586	14,650
Tax liabilities	506	536
<b>Total tax and social security payables</b>	<b>16,091</b>	<b>15,186</b>
Inter-company current account / cash agreement	123,434	117,070
Liabilities on equity investments	1,733	3,467
Other payables	464	529
<b>Total other payables</b>	<b>125,632</b>	<b>121,066</b>

In 2025, the decrease in the line Liabilities on equity investments for an amount of €1,734 thousand corresponds to the purchase by the Company of the residual shares in Gemini CAD Systems SA paid in 2025.

## NOTE 12 DEFERRED REVENUES

	2025	2024
Deferred revenues on recurring contracts	16,617	15,747
Other deferred revenues <sup>(1)</sup>	845	782
<b>Total</b>	<b>17,462</b>	<b>16,529</b>

(1) Other deferred revenues mainly correspond to invoiced services, which were not completed at fiscal year end.

The counterpart of amounts related to recurring contracts billed in advance and other deferred revenues that have not yet been collected is recorded (including taxes) in the item "Trade accounts receivable" on the assets side of the balance sheet (see note 5).

Recurring contracts are generally payable on the first day of the period they cover. In order to optimize collection, the Company endeavors to bill the largest number of them in advance.

## 6. Notes to the income statement

### Parent company

By convention, a minus sign in the tables of notes to the income statement represents an expense for the fiscal year, and a plus sign an income or gain for the year.

#### NOTE 13 REVENUES

The revenues is split as follows:

	2025	2024
France	21,592	20,536
Group exports	128,887	136,665
Non-Group exports	81,797	77,756
<b>Total</b>	<b>232,276</b>	<b>234,957</b>

#### NOTE 14 OTHER OPERATING REVENUE

	2025	2024
Production added to inventories	37	1,908
Capitalized production	6,840	2,269
Subsidies	461	-
Reversals of depreciation, amortization, impairment, and provisions	3,447	833
Proceeds from sales of tangible and intangible assets	-	-
Other income	1,048	3,181
<b>Total</b>	<b>11,834</b>	<b>8,190</b>

"Production added to inventories" includes changes in inventories (see note 4).

In 2025, as in 2024, the capitalized expenses notably includes costs directly attributable to the development and configuration of the Company's management software.

In 2025, the Company received a subsidy to finance R&D projects.

The item "Reversals of depreciation, amortization, impairment, and provisions" includes the unused reversals of provisions for contingencies and losses (see note 9)

In 2025, the Company recognized net income of €988 thousand related to transfer pricing adjustments (net income of €1,021 thousand in 2024) and a net foreign exchange loss of €7,320 thousand recognized in "Other expenses" (compared to a net foreign exchange gain of €1,811 thousand recognized in "Other income" in the 2024 restated financial statements).

#### NOTE 15 PERSONNEL COSTS

	2025	2024
Fixed personnel costs	(78,740)	(74,926)
Variable personnel costs <sup>(1)</sup>	(1,383)	(2,613)
<b>Total</b>	<b>(80,123)</b>	<b>(77,539)</b>

(1) The variable personnel costs include payments related to the employee incentive plan (see note 15.3)

#### NOTE 15.1 ACTIVE HEADCOUNT AT DECEMBER 31

Average active headcount during the fiscal year	2025	2024
Workers	26	36
Employees	49	39
Technicians	127	127
Managers and engineers	715	707
<b>Total</b>	<b>917</b>	<b>909</b>

#### NOTE 15.2 ECONOMIC HEADCOUNT AT DECEMBER 31

	2025	2024
Economic headcount (full-time equivalents)	898	889

#### NOTE 15.3 EMPLOYEE PROFIT-SHARING AND INCENTIVE PLANS

##### → Profit-sharing plan

An amendment to the October 1984 employee profit-sharing plan (participation), applicable solely to the Company employees, was signed in October 2000. Under this plan, a portion of the special employee profit-sharing reserve set aside annually may be invested in equity securities, in a corporate savings plan. Consequently, beneficiaries may choose between six types of funds, one consisting exclusively of Lectra shares, at their discretion.

In 2026, no profit-sharing will be paid in respect of fiscal year 2025 (no profit-sharing payment was made in 2025 in respect of fiscal year 2024).

##### → Incentive plan

A collective employee incentive plan (*intéressement*), applicable solely to the Company employees, was signed for the first time in September 1984 and renewed every year since that date. The most recent incentive plan signed in June 2023 covers the period 2023-2025.

The incentive amount provisioned in respect of fiscal 2025 equals €314 thousand. An incentive payment amounting to €599 thousand was paid in 2025 in respect of 2024.

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### NOTE 15.4 COMPENSATION OF SENIOR EXECUTIVES

The Group's senior executive team counted 13 people at December 31, 2025.

Personnel expenses recognized in 2025 relating to the senior executive team amounted to €4,657 thousand (€4,956 thousand in 2024) and broke down as follows:

	2025	2024
Fixed compensation	3,483	3,630
Variable compensation	167	347
Other short-term benefits	266	307
Post-employment benefits <sup>(1)</sup>	20	17
Severance compensation	-	-
Granting of stock options <sup>(1)</sup>	721	655
<b>Personnel expenses related to the Group management team</b>	<b>4,657</b>	<b>4,956</b>

*(1) The company officer (dirigeant mandataire social) is not granted any special arrangement or specific benefits concerning deferred compensation, severance compensation, or retirement benefit obligations committing the Company to pay any form of indemnity or benefit in the event of termination of his functions, or at the time of his retirement, or more generally subsequent to the ending of his functions. He holds no stock options.*

### NOTE 15.5 DIRECTORS' COMPENSATION

Conditional upon approval by the Annual Shareholders' Meeting on April 29, 2026, €425 thousand in Directors' fees will be allocated to the members of the Board of Directors with respect to fiscal 2025 (€440 thousand in 2024).

Non-executive directors still in office at December 31, 2025 do not receive any other form of compensation.

### NOTE 15.6 CONTRIBUTIONS TO PENSION PLANS

Contributions to compulsory or contractual pension plans are expensed in the income statement in the year in which they are paid.

### NOTE 16 OTHER PURCHASES AND EXTERNAL EXPENSES

	2025	2024
Other purchases and fixed external expenses	(49,617)	(42,841)
Other purchases and variable external expenses	(18,175)	(16,291)
<b>Total</b>	<b>(67,792)</b>	<b>(59,133)</b>

In 2025, other purchases and external expenses included €680 thousand for the audit of the Company's financial statements as well as other fees for services other than the certification of financial statements.

	PwC	KPMG	Ernst & Young
Fees related to the certification of financial statements	175	186	150
Fees related to the certification of sustainability information	158		
Fees for services other than the certification of financial statements	6	1	4
<b>Total</b>	<b>339</b>	<b>187</b>	<b>154</b>

## NOTE 17 DEPRECIATION, AMORTIZATION AND PROVISIONS

	2024	Increases: amount for the fiscal year	Decreases: reversals in the fiscal year	2025
Depreciation, amortization and impairment of fixed assets				
- intangible assets	(40,860)	(3,785)	55	(44,590)
- property, plant and equipment	(41,680)	(3,132)	145	(44,667)
- financial fixed assets	(828)	-	28	(800)
Operating provisions				
- inventories	(9,415)	(1,758)	258	(10,915)
- receivables	(386)	(650)	301	(736)
<b>Total</b>	<b>(93,169)</b>	<b>(9,326)</b>	<b>786</b>	<b>(101,709)</b>

## NOTE 18 NET FINANCIAL INCOME (EXPENSE)

	2025	2024
<b>Financial income:</b>		
From equity interests	10,995	6,090
From other marketable securities and receivables from fixed assets	588	1,056
Other interest and similar income	4	-
Reversals of impairment and provisions	29	313
Other interest income	122	171
<b>Financial expenses:</b>		
Depreciation, amortization, impairment and provisions	(1)	(72)
Interest and similar expenses <sup>(1)</sup>	(8,844)	(10,033)
Other financial expenses	(187)	(214)
<b>Total</b>	<b>2,706</b>	<b>(2,690)</b>
(1) o/w Group financial transactions	6,444	1,449

In 2025, the Company received dividends distributed by some of its subsidiaries amounting to €10,403 thousand (€5,424 thousand in 2024). In addition, €4,519 thousand in interest was paid on intercompany current accounts and cash pooling arrangements (€3,692 thousand in 2024).

In 2025, financial expenses included €4,035 thousand in interest (€5,136 thousand in 2024 relating to the bank loan of €100 million (see note 10.2)).

In 2025, the Company recognized a loss of €65 thousand in net financial income (expense), mainly corresponding to capital losses realized on the sale of treasury shares (a loss of €43 thousand in 2024; presented as extraordinary income in the published financial statements but restated under financial income in the table above).

At December 31, 2025, as at December 31, 2024, the Company held no currency options.

## NOTE 19 EXTRAORDINARY INCOME AND EXPENSES

Net extraordinary income includes:

- income and expenses directly related to a major and unusual event and which would not have been recognized in the absence of this event;

- accounting entries of exclusively tax origin, such as accelerated depreciation and amortization;

- changes in accounting methods recognized in profit or loss, when their treatment in shareholders' equity is excluded due to tax arrangements;

- corrections of errors, with the exception of those concerning entries initially charged directly to shareholders' equity.

At December 31, 2025, net extraordinary income was zero.

## NOTE 20 INCOME TAX

At December 31, 2025, as at December 31, 2024, the Company reported a taxable profit.

At December 31, 2025, the net tax income of €771 thousand mainly came from corporate income tax recognized for 2025, amounting to €2,235 thousand, against which the Company offset the research tax credit for the year of €2,973 thousand.

At December 31, 2024, the net tax expense of €847 thousand mainly came from corporate income tax recognized for 2024, amounting to €4,657 thousand, against which the Company had offset the research tax credit for the year of €4,199 thousand.

The difference between 2025 and 2024 relates to withholding taxes on certain software royalties and to tax relief.

## 7. Additional disclosures

### Parent company

#### NOTE 21 COMMITMENTS GIVEN AND RECEIVED

##### NOTE 21.1 Commitments given (excluding derivatives)

Contractual commitments	Payments due by period			Total
	Less than 1 year	Between 1 and 5 years	More than 5 years	
Operating leases: offices	1,446	3,545	-	4,991
Operating leases: other <sup>(1)</sup>	14,058	12,271	5,261	31,590
<b>Total operating leases</b>	<b>15,504</b>	<b>15,816</b>	<b>5,261</b>	<b>36,581</b>
Other guarantees: sureties <sup>(2)</sup>	929	475	1,143	2,547

(1) Mainly Group management software subscription contracts (including the new ERP), miscellaneous service contracts and IT and office equipment rentals.

(2) This mainly concerns sureties given by the Company or by its banks for the benefit of customers, other financial institutions of Group subsidiaries.

Commitments given to Group employees and corporate officers regarding stock subscription options are detailed in note 8.4.

##### NOTE 21.2 COMMITMENTS RECEIVED

The Company had no cash credit lines at December 31, 2025.

##### NOTE 21.3 FINANCIAL INSTRUMENTS: CURRENCY HEDGES

The Company essentially used forward sales and purchases of the main currencies in which it operates in 2025 and 2024 to hedge its balance-sheet currency positions at each month-end.

The forward contracts entered into by the Company on the basis of the material currency positions on the balance sheets at December 31, 2025 and 2024 are broken down as follows (hedged against the euro, unless otherwise stated):

	2025				2024			
	Value in thousands of currency <sup>(1)</sup>	Equivalent value in thousands of euros <sup>(2)</sup>	Difference in value <sup>(3)</sup>	Expiration date	Value in thousands of currency <sup>(1)</sup>	Equivalent value in thousands of euros <sup>(2)</sup>	Difference in value <sup>(3)</sup>	Expiration date
USD	(36,370)	(31,090)	(137)	January 28, 2026	(53,690)	(51,566)	114	January 8, 2025
USD / CNH	6,601	5,631	13	January 23, 2026	6,923	6,585	(79)	January 8, 2025
CNH	(13,616)	(1,671)	(11)	January 28, 2026	24,471	3,214	6	January 8, 2025
GBP	(2,702)	(3,089)	8	January 28, 2026	(2,788)	(3,366)	(3)	January 8, 2025
GBP / CNH	(309)	(354)	1	January 23, 2026	(309)	(374)	(1)	January 8, 2025
HKD	(1,740)	(192)	(2)	January 28, 2026	(3,017)	(371)	3	January 8, 2025
HKD / USD	1,659	182	0	January 23, 2026	-	-	-	-
JPY	(258,654)	(1,428)	(23)	January 28, 2026	(325,331)	(2,010)	(15)	January 8, 2025
Other currencies	na	(5,970)	(14)	January 28, 2026	na	(4,800)	(39)	January 8, 2025
<b>Total</b>		<b>(37,981)</b>	<b>(166)</b>			<b>(52,687)</b>	<b>(15)</b>	

(1) For each currency, net balance of forward sales and (purchases) against euros.

(2) Equivalent value of forward contracts is calculated at historical rates.

(3) Difference in value reflects the difference between historical equivalent value and equivalent value at closing price of the forward contracts.

##### NOTE 21.4 FINANCIAL INSTRUMENTS: INTEREST RATE HEDGES

The Company's exposure to interest rate fluctuations is essentially exposure to cash flow risk related to borrowing at variable rates.

The Company entered into an interest rate swap (fixed/variable) in June 2024 to hedge the risk of interest rate volatility on the variable-rate debt (indexed to 3-month Euribor) for one third of the borrowed amount (a €100 million loan taken out in June 2024 for three years).

The Company's objective is to reduce its financing cost by limiting the impact of interest rate fluctuations on its income statement: these rates are therefore monitored regularly, and the Company will use, if it deems necessary, market interest rate instruments (interest rate swaps, options, etc.).

The Company adopts a prudent short-term investment policy for its cash surpluses, which are placed in negotiable certificates of deposit

issued by the Company's banks or in interest-bearing sight or term accounts.

##### NOTE 21.5 OTHER FINANCIAL COMMITMENTS

In 2021, during the acquisition of 80% of Neteven, the Company also committed to acquire the balance of the share capital and voting rights, in 2025. A liability corresponding to this purchase commitment was thus estimated at €2,500 thousand. The payment for these minority shares took place in September 2025 in the amount of €3,297 thousand.

In June 2022, Lectra carried out a merger between its subsidiary Lectra Turkey and Glengo, the exclusive distributor of Gerber solutions in Turkey, by acquiring the assets and employees in return for, among other things, €5 million and the acquisition by Glengo's shareholders of 25% of the shares of Lectra Turkey, which became Glengo Lectra Teknoloji. The payment of the minority shares in Glengo Lectra Teknoloji took place in June 2025 for an amount of

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€1,742 thousand.

With the acquisition of 50.5% of TextileGenesis, the Group has also committed to purchase the remaining share capital and voting rights (using cross put and call options) in three installments (January 2026, January 2028 and August 2029). The liability corresponding to these buyback commitments amounts to €45,735 thousand.

In 2024, the acquisition of Launchmetrics involved 50.2% of the share capital and voting rights for an amount of \$83.2 million (€77.0 million). The acquisition of the remaining share capital and voting rights takes

place in five stages, in 2025 (paid in June of this year), 2026, 2027, 2028 and 2030 (commitment to purchase minority shares – by means of cross put and call options), and will bring the total acquisition price to an amount estimated at the acquisition date at between \$200 and \$240 million. The Company carried out second phase of the purchase of minority shares in June 2025 for an amount of \$23,829 thousand, bringing the holding of share capital and voting rights to 63.2%. The debt corresponding to the remaining minority share purchase commitment amounted to \$78,024 thousand (€66,403 thousand at the December 31, 2025 exchange rate).

## NOTE 22 SUBSIDIARIES AND EQUITY INTERESTS

### Information on subsidiaries and equity interests

Company	Country	Shareholders' equity	Share of capital held (as a %)	Carrying value of securities held: Gross	Net amount of loans and advances granted by the Company	Amount of commitments given by the Company	Revenues excl. VAT for the last fiscal year ended	Net income for the last fiscal year ended	Dividends received by the Company during the fiscal year
<b>Subsidiaries</b>									
Lectra South Africa (Pty) Ltd	South Africa	550	100.0	244			4,263	348	202
Lectra Deutschland GmbH	Germany	9,511	99.9	2,515			14,846	1,020	
Lectra Australia Pty Ltd	Australia	143	100.0	90			664	29	
Lectra Benelux NV	Belgium	1,889	99.9	466			3,899	183	
Retviews SA	Belgium	1,682	100.0	11,955			664	49	
Lectra Brasil Ltda	Brazil	1,796	100.0	4,873	363		8,756	476	
Lectra Canada Inc.	Canada	829	100.0	101			2,105	105	
Lectra Systems (Shanghai) Co.Ltd	China	4,936	100.0	2,094			22,062	435	659
Lectra Taiwan Co.Ltd	China	(3)	100.0	228			688	7	
Lectra Hong Kong Ltd	China	(521)	99.9	0			636	18	
Lectra Suzhou equipment manufacturing co Ltd	China	199	100.0	500			10,563	541	
Lectra Korea Ltd	South Korea	2,084	100.0	847			3,097	159	
Lectra Danmark A/S	Denmark	486	100.0	139			396	33	
Lectra Sistemas Española SAU	Spain	1,318	100.0	59			6,406	400	466
Lectra Baltic Oü	Estonia	1,456	100.0	100			2,329	137	
Lectra USA Inc.	United States	21,665	100.0	3,623			36,263	2,903	
Knife Holding Corporation Inc.	United States	113,554	100.0	296,588			0	(3,311)	
Fashion GPS Inc.	United States	62,286	63.2	97,572	9,759		16,178	(559)	
Lectra Suomi Oy	Finland	421	100.0	86			580	41	
Neteven S.A.	France	(2,849)	100.0	16,363	3,650		3,044	(1,099)	
AQC Industry SAS	France	0	44.4	2,700			0	0	
Lectra Technologies India Private Ltd	India	16	100.0	291			870	45	75
Lectra Italia SpA	Italy	5,484	100.0	3,227			38,363	1,390	6,600
Kubix Lab Srl	Italy	395	100.0	7,178			0	68	
Lectra Japan Ltd	Japan	547	100.0	60			7,556	96	
Lectra Maroc Sarl	Morocco	2,796	99.4	145			7,011	1,082	
Textile Genesis B.V	Netherlands	29,037	50.5	15,160			3,260	465	1,010
Lectra Systèmes SA de CV	Mexico	14,519	100.0	1,053			32,981	2,009	
Lectra Portugal Lda	Portugal	1,212	99.9	458			7,228	171	
Retviews Bucharest SRL	Romania	797	100.0	0			0	205	
Gemini CAD Systems S.A.	Romania	3,646	100.0	11,476			1,310	1,288	

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Company	Country	Shareholders' equity	Share of capital held (as a %)	Carrying value of securities held: Gross	Net amount of loans and advances granted by the Company	Amount of commitments given by the Company	Revenues excl. VAT for the last fiscal year ended	Net income for the last fiscal year ended	Dividends received by the Company during the fiscal year
Lectra UK Ltd	United Kingdom	935	99.9	1,379			5,745	376	250
Six Atomic PTE.Ltd	Singapore	0	17.9	2,249			0	0	
Lectra Sverige AB	Sweden	973	100.0	240			1,932	112	
Lectra Tunisie SA	Tunisia	602	99.8	35			3,463	292	520
Lectra Tunisie CP SARL	Tunisia	491	100.0	69			2,517	239	419
Glengo Lectra Teknoloji AS	Turkey	2,873	75.0	4,521	2,000		8,642	20	
Công Ty TNHH Lectra Vietnam	Vietnam	605	100.0	442			6,003	223	203
Lectra Chile SA	Chile	510	99.9	43			371	(112)	
Lectra Philippines Inc.	Philippines	1,114	99.8	0			697	329	
Lectra Russia OOO	Russia	13	100.0	17			0	0	
Lectra Singapore Pte Ltd	Singapore	1,427	100.0	2,193			1,833	117	
Equity method difference				119,245					
<b>Total</b>				<b>610,626</b>	<b>15,772</b>	<b>0</b>	<b>267,220</b>	<b>10,328</b>	<b>10,403</b>

At December 31, 2025, the equity method difference amounted to €119,245 thousand and resulted in a decrease of €62,759 thousand in valuation differences.

### Sales in subsidiaries

	Revenues by legal entities
European subsidiaries	90,872
American subsidiaries	96,654
Asian / Middle Eastern subsidiaries	62,441
African subsidiaries	17,252
<b>Total</b>	<b>267,220</b>

### Equity investments

	Gross amount in balance sheet
Investments in associates (including equity method differences)	<b>603,423</b>
Other equity investments	<b>7,203</b>
<b>Total</b>	<b>610,626</b>

### Maturities of receivables and payables with subsidiaries

Transactions between the Company and related parties are concluded under normal market conditions.

Receivables	Gross amount in balance sheet	Less than 1 year	More than 1 year
Loans	2,363	-	2,363
Trades account receivables	9,549	9,549	-
Trade deposits	49	49	-
<b>Total</b>	<b>11,961</b>	<b>9,598</b>	<b>2,363</b>

Payables	Gross amount in balance sheet	Less than 1 year	More than 1 year
Trade payables and related accounts	11,764	11,764	-
Customer deposits	1,584	1,584	-
Inter-company current account / cash agreement	123,434	123,434	-
<b>Total</b>	<b>136,782</b>	<b>136,782</b>	<b>-</b>

## 8. Statutory Auditors' report on the annual financial statements

(For the fiscal year ended December 31, 2025)

*This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

To the Shareholders,

LECTRA S.A.  
16-18, rue Chalgrin  
75016 Paris, France

### Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of LECTRA SA for the year ended December 31, 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company at

December 31, 2025, and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

### Basis for opinion

#### Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the financial statements" section of our report.

#### Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial Code

(Code de commerce) and the French Code of Ethics (Code de déontologie) for Statutory Auditors, for the period from January 1, 2025 to the date of our report, and, in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No 537/2014.

#### Emphasis of matter

Without qualifying the opinion expressed above, we draw your attention to the "Change in regulations" section of the "Accounting rules and methods" in the Notes to the financial statements which describes the impact of the change in accounting methods resulting from the first-time application of ANC Regulation 2022-06.

### Justification of assessments - Key audit matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code relating to the justification of our assessments, we inform you of the key audit matters relating to the risks of material misstatement that, in our professional judgment, were the most significant in our audit of the financial statements, as well as how we addressed those risks.

These matters were addressed as part of our audit of the financial statements as a whole, and therefore contributed to the opinion we formed as expressed above. We do not provide a separate opinion on specific items of the financial statements.

### Recognition of revenues from exported equipment and pilots

#### Risk identified

In 2025, the Company's revenues amounted to €232.3 million. A significant proportion of revenues relates to sales of automated cutting equipment and the accompanying embedded software, called pilots, most of which are sold outside France.

As indicated under "Revenues" in the "Accounting rules and methods" section in the Notes to the annual financial statements, revenues linked to the sale of equipment (including pilot software) are recognized on the date on which control is transferred to the customer. In practice, this date corresponds to the date of physical

transfer of the equipment, as determined by the contractual terms of sale. Given that there are multiple terms and conditions to take into account, there is a risk of error when determining the revenue recognition date which could impact the financial statements, particularly around the reporting date.

Accordingly, we deemed the recognition of revenues from exported equipment including pilot software around the reporting date to be a key audit matter, in light of the following factors:

- the significant impact on the Group's financial statements;

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- the importance and large number of Incoterms for estimating the Auditors' transfer dates, as determined pursuant to the sales contracts;
- the seasonality of sales, with a peak at the end of each quarter;
- transportation times, which can vary from several days to several weeks depending on the destination.

### How our audit addressed this risk

Our work primarily involved:

- gaining an understanding of the process related to recognizing various revenue flows;
- assessing internal control procedures, identifying and testing the most relevant manual controls for our audit;
- testing the design and effectiveness of the automated controls integrated into information systems deemed crucial that impacted

revenue recognition, through the placement of information systems experts into our team.

Based on a sample of export sales of equipment and the accompanying pilot software selected close to the reporting date, our work also involved:

- reconciling invoices issued for corresponding contracts with the delivery documents relating to the invoices;
- managing the application of Incoterms and evaluating the appropriateness of the revenue recognition date used.

Lastly, we assessed the appropriateness of the disclosures provided under "Revenues" included in Section 4 "Notes to the parent company financial statements" and Note 13 to the financial statements.

## Specific verifications

In accordance with professional standards applicable in France, we have also performed the specific verifications required by French legal and regulatory provisions.

### Information given in the management report and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' Management Discussion and in the other documents provided to the shareholders with respect to the Company's financial position and the financial statements.

We attest to the fair presentation and the consistency with the financial statements of the information about payment terms referred to in Article D.441-6 of the French Commercial Code.

### Report on corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L. 225-37-4, L. 22-10-10 and L. 22-10-9 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code relating to compensation and benefits paid or awarded to corporate officers and any other commitments made in their favor, we have verified its consistency with the financial statements or with the underlying information used to prepare these financial statements, and, where applicable, with the information obtained by the Company from controlled companies within its scope of consolidation. Based on this work, we attest to the accuracy and fair presentation of this information.

Concerning the information given in accordance with the requirements of Article L. 22-10-11 of the French Commercial Code relating to those items the Company has deemed liable to have an impact in the event of a takeover bid or exchange offer, we have verified its consistency with the underlying documents that were disclosed to us. Based on this work, we have no matters to report with regard to this information.

### Other information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

## Other verifications and information pursuant to legal and regulatory requirements

### Presentation of the financial statements to be included in the annual financial report

In accordance with professional standards applicable to the Statutory Auditors' procedures for annual and consolidated financial statements presented according to the European single electronic reporting format, we have verified that the presentation of the financial statements to be included in the annual financial report referred to in paragraph I of Article L. 451-1-2 of the French Monetary and Financial Code (Code monétaire et financier) and prepared under the Chairman of the Management Board's responsibility, complies with this format, as defined by European Delegated Regulation No. 2019/815 of December 17, 2018.

On the basis of our work, we conclude that the presentation of the financial statements to be included in the annual financial report

complies, in all material respects, with the European single electronic reporting format.

It is not our responsibility to ensure that the financial statements to be included by the Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

### Appointment of the Statutory Auditors

We were appointed Statutory Auditors of LECTRA SA by the Annual General Meeting held on June 28, 1990 for PricewaterhouseCoopers Audit, on May 22, 1996 for KPMG SA and on April 25, 2025 for ERNST & YOUNG et Autres.

At December 31, 2025, PricewaterhouseCoopers Audit and KPMG SA were in the thirty-sixth and thirtieth consecutive year of their engagement, respectively, while ERNST & YOUNG et Autres was in the first year.

### Responsibilities of Management and those charged with governance for the financial statements

Management is responsible for preparing financial statements giving a true and fair view in accordance with French accounting principles, and for implementing the internal control procedures it deems necessary for the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using

the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, as well as, where applicable, any internal audit systems relating to accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

### Responsibilities of the Statutory Auditors relating to the audit of the financial statements

#### Objective and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions taken by users on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code, our audit does not include assurance on the viability or quality of the Company's management.

As part of an audit conducted in accordance with professional standards applicable in France, the Statutory Auditors exercise professional judgment throughout the audit. They also:

- identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, design and perform audit procedures in response to those risks, and obtain audit evidence considered to be sufficient and appropriate to provide a basis for their opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of the internal control procedures relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management and the related disclosures in the notes to the financial statements;
- assess the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or

conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the Statutory Auditors conclude that a material uncertainty exists, they are required to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or are inadequate, to issue a qualified opinion or a disclaimer of opinion;

- evaluate the overall presentation of the financial statements and assess whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

#### Report to the Audit Committee

We submit a report to the Audit Committee which includes, in particular, a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report any significant deficiencies in internal control that we have identified regarding the accounting and financial reporting procedures.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were the most significant for the audit of the financial statements and which constitute the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France, as defined in particular in Articles L. 821-27 to L.821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where appropriate, we discuss any risks to our independence and the related safeguard measures with the Audit Committee.

Neuilly-sur-Seine, Mérignac and Paris La Défense, February 26, 2026

The Statutory Auditors

PricewaterhouseCoopers Audit  
Flora Camp

KPMG SA  
Aurélié Lalanne

ERNST & YOUNG et Autres  
Jean-Christophe Pernet

## 9. Statutory Auditors' special report on related-party agreements

(For the year ended December 31, 2025)

This is a translation into English of a report issued in French and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Shareholders,

LECTRA S.A.  
16-18, rue Chalgrin  
75016 Paris, France

In our capacity as statutory auditors of your Company, we hereby present to you our report on related party agreements.

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the Company. We are not required to give our opinion as to whether they are beneficial or appropriate or to ascertain the existence of other agreements. It is your responsibility, in accordance with Article R. 225-31 of the French Commercial Code (*Code de commerce*), to assess the relevance of these agreements prior to their approval.

We are also required, where applicable, to inform you in accordance with Article R. 225-31 of the French Commercial Code (*Code de commerce*) of the continuation of the implementation, during the year ended December 31, 2025, of the agreements previously approved by the annual general meeting

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) relating to this type of engagement.

### Agreements submitted for approval to the Annual General Meeting

#### Agreements authorized and concluded during the year ended December 31, 2025

We hereby inform you that we have not been notified of any agreements authorized and concluded during the year ended December 31, 2025 to be submitted to the annual general meeting for approval in accordance with Article L. 225-38 of the French Commercial Code (*Code de commerce*).

### Agreements previously approved by the Annual General Meeting

We hereby inform you that we have not been notified of any agreements previously approved by the annual general meeting, whose implementation continued during the year ended December 31, 2025.

Neuilly-sur-Seine, Mérignac and Paris La Défense  
February 26, 2026

The Statutory Auditors  
*French original signed by*

PricewaterhouseCoopers Audit  
Flora Camp

KPMG SA  
Aurélie Lalanne

ERNST & YOUNG et Autres  
Jean-Christophe Pernet

# People responsible for the Annual Financial Report and auditing the financial statements

## 1. Certification by the people responsible for the Annual Financial Report

We certify that the information contained in this 2025 Annual Financial Report is, to the best of our knowledge, in accordance with the facts and contains no omission likely to affect its import.

We further certify that, to our knowledge, the parent company and consolidated financial statements have been prepared in accordance with currently applicable accounting standards, and provide a fair view of the assets, liabilities, financial position and results of the Company and its consolidated companies, and that the Management Discussion and analysis of the Group, presents a true and fair view of the development and performance of the business and the financial condition of the Company and consolidated companies, together with a description of the principal risks and uncertainties that they face, and that it has been prepared in accordance with the applicable sustainability reporting standards.

Paris, March 27, 2026

Daniel Harari  
Chairman and Chief Executive Officer

Olivier du Chesnay  
Chief Financial Officer

## 2. People responsible for certifying accounting, financial and sustainability information

### 2.1 Statutory auditors in charge of certifying accounting and financial information

**PricewaterhouseCoopers Audit**  
Represented by Mrs. Flora Camp

Crystal Park 63, rue de Villiers  
92208 Neuilly sur Seine Cedex

Term expires at the end of the Shareholders' Meeting convened to approve the 2025 financial statements

**KPMG SA**  
Represented by Mrs. Aurélie Lalanne

Domaine Pelus 11, rue Archimède  
33700 Mérignac

Term expires at the end of the Shareholders' Meeting convened to approve the 2025 financial statements

**Ernst & Young et Autres**  
Represented by Mr. Jean-Christophe Pernet

1-2 place des Saisons, Paris la Défense  
92400 Courbevoie

Term expires at the end of the Shareholders' Meeting convened to approve the 2030 financial statements

### 2.2 Statutory auditors in charge of certifying sustainability information

**PricewaterhouseCoopers Audit**  
Represented by Mrs. Flora Camp and Mrs. Aurélie Castellino

Crystal Park 63, rue de Villiers  
92208 Neuilly sur Seine Cedex

Term expires at the end of the Shareholders' Meeting convened to approve the 2025 financial statements

# LECTRA

We pioneer. You lead.

## CONTACT US

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