

Paris, February 11, 2026

Information on the compensation of the Chairman and Chief Executive Officer in respect of fiscal year 2025

In accordance with the AFEP-MEDEF Code

In accordance with the recommendations of the AFEP-MEDEF Corporate Governance Code, Lectra SA (the « Company ») is publishing below the details of the compensation paid or granted to Daniel Harari, Chairman and Chief Executive Officer, in respect of fiscal year 2025, as approved by the Board of Directors at its meeting of February 11, 2026, acting on a recommendation from the Compensation Committee. It should be noted that the Chairman and Chief Executive Officer is the sole executive officer of the Company.

Components of the Chairman and Chief Executive Officer's compensation

Pursuant to Article L.22-10-8 of the French Commercial Code, at the Annual Shareholders' Meeting of April 25, 2025, the shareholders were asked to approve the policy governing the compensation of the Chairman and Chief Executive Officer in respect of the fiscal year ending December 31, 2025, as it had been laid down by the Board of Directors at its meeting of February 27, 2025. The resolution on this compensation policy was approved with a 94.80 % vote.

All components of the total compensation and benefits in kind paid or granted to the Chairman and Chief Executive Officer in 2025 and described below are in line with said compensation policy approved by the Shareholders' Meeting.

Daniel Harari's annual compensation as Chairman and Chief Executive Officer comprises a fixed portion and a variable portion. He also receives compensation for being a member of the Board of Directors.

Daniel Harari does not receive any multiyear or exceptional variable compensation. The Company does not award him bonuses in any form.

Furthermore, Daniel Harari holds no stock options, performance-based or free shares.

Daniel Harari is not under any employment contract with the Company or any company controlled by Lectra SA within the meaning of Article L.233-16 of the French Commercial Code. He does not benefit from any special scheme or specific benefits relating to deferred compensation, severance compensation, or pension liabilities committing the Company to grant any form of indemnity or benefit in the event of termination of his functions, at the time of his retirement, or, more generally, after the term of his functions.

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 SA within the meaning of Article L. 233-16 of the French Commercial Code.

Compensation of the Chairman and Chief Executive Officer paid or granted in respect of 2025

Fixed compensation

In accordance with the policy governing the compensation of the Chairman and Chief Executive Officer for the fiscal year 2025, Daniel Harari received gross compensation of € 420,000 in respect of the period from January 1 to December 31, 2025. This compensation was paid on a monthly basis.

Variable compensation

Pursuant to the policy governing the compensation of the Chairman and Chief Executive Officer for the fiscal year 2025, the annual variable compensation of Daniel Harari is set at € 420,000, subject to achieving objectives.

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 described below.

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. The results are calculated at constant exchange rates.

- (i) EBITDA before non-recurring items (40 %);
- (ii) contributive value of growth in sales activity (30 %); and
- (iii) protection and growth of recurring contracts (30%).

The Sustainability Scorecard criteria and weightings reflect the Group's sustainability objectives, which are described in the Sustainability Report 2024:

- (i) improvement of non-financial ratings by independent rating agencies (40 %);
- (ii) improvement of the employee engagement rate (40 %);
- (iii) progress on the climate transition plan (20 %).

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 result of the Sustainability Scorecard is then used as a bonus or penalty factor to adjust the results of the performance criteria. Accordingly, if the result for the sustainability criteria is zero, the result for the Strategic Scorecard is multiplied by 75%; if the result for the sustainability criteria is 200%, the result for the Strategic Scorecard is multiplied by 125% (but cannot exceed 200%).

The variable compensation is accordingly equal to zero if none of the thresholds is met and is capped at 200% of the target-based variable compensation if the annual objectives are exceeded for all criteria and cause each to be capped at 200%. The fixed compensation and the variable compensation of the Chairman and Chief Executive Officer each account for 50% of the total target-based compensation.

Therefore, the actual total compensation can vary, depending on performance, between 50% and 150% of the annual target-based compensation. In other words, variable compensation is between zero and 200% of fixed compensation.

The results of the Strategic Scorecard are then multiplied by those of the Sustainability Scorecard, between 75% and 125%, without the result of this operation exceeding 200%.

In other words, variable compensation is between 0 and 200% of the fixed compensation, and the total compensation is between 50% and 150% of the total annual-target compensation.

Following review by the Compensation Committee, at its meeting of February 11, 2026, the Board of Directors assessed the achievement of each of the criteria. In respect of fiscal year 2025, the percentage obtained by the Chairman and Chief Executive Officer for each of the above performance criteria is as follows:

- Strategic Scorecard criteria:
 - (i) 0.77 % for EBITDA before non-recurring items (28.87 % in 2024);
 - (ii) 35.76 % for contributive value of growth in sales activity (22.98 % in 2024);
 - (iii) 0.00 % for protection and growth of recurring contracts (0.00 % in 2024).
- Sustainability Scorecard criteria:
 - (i) 190.00 % for progress in raising non-financial ratings by independent rating agencies (200.00 % in 2024);
 - (ii) 75.00 % for improvement of the employee engagement rate (50.00 % in 2024);
 - (iii) 125.00 % for progress on the climate transition plan.

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 is therefore € 49,939 (€ 81,167 in 2024).

It should be noted that the payment of Daniel Harari's variable compensation in respect of fiscal year 2025 is contingent on approval of his compensation by the Shareholders' Meeting of April 29, 2026, pursuant to Article L.22-10-34 of the French Commercial Code.

Compensation for directorship

In accordance with the allocation rules governing the Directors' compensation, as set by the Board of Directors at its meeting of February 23, 2022 and approved by the Shareholders' Meetings of April 29, 2022, April 28, 2023, April 26, 2024 and April 25, 2025, Daniel Harari's compensation for being a member of the Board of Directors amounts to € 52,000 for fiscal year 2025.

Summary table of the Chairman and Chief Executive Officer's compensation

Daniel Harari	2025		2024	
	Amounts earned in respect of fiscal year	Amounts paid in the year	Amounts earned in respect of fiscal year	Amounts paid in the year
Chairman and Chief Executive Officer <i>(in euros)</i>				
Fixed compensation	420,000	420,000	420,000	420,000
Variable compensation ¹	49,939	81,186	81,167	119,448
Extraordinary compensation	n/a	n/a	n/a	n/a
Directors' compensation	52,000	52,000	52,000	53,000
Benefits in kind ²	8,010	8,010	8,876	8,876
Total	529,949	561,196	562,043	601,324

Information relating to the company officers' compensation is detailed further in the Report on Corporate Governance, which will be adopted by the Board of Directors at its meeting on February 26, 2026 and presented to the shareholders at the Shareholders' Meeting of April 29, 2026. This Report will be included in the 2025 Annual Financial Report, which will be available on Lectra's website (<https://www.lectra.com/en/investors/financial-information/publications>).

¹ A non-material discrepancy of €19 between the amount of the variable compensation due for 2024 and the amount actually paid is due to a rounding error and will be corrected in the variable compensation paid in 2026.

² The amounts reported as benefits in kind correspond to the value of the use of a company car.