

LACOSTE CLIMATE REPORT

FY2025

LACOSTE 

Since its beginning, Lacoste has designed products made to endure – through time, use and style. This culture of durability, rooted in craftsmanship and quality, shapes our approach to climate change today. As global warming increasingly impacts ecosystems, societies and supply chains, addressing climate change has become essential to the long-term resilience of Lacoste.

Climate change is both a responsibility and a strategic challenge. The materials we source, the factories we work with, the energy we rely on and the logistics networks we operate contribute to greenhouse gas emissions and are already exposed to physical and transition-related risks. Acknowledging this dual impact is the starting point of Lacoste's climate strategy.

Our ambition is clear: to reduce our climate footprint where it matters most, while strengthening the resilience of our value chain.

Aligned with the Science-Based Targets initiative (SBTi), Lacoste has set 2030 objectives covering its own operations and the entirety of its value chain. Given that most of our emissions occur upstream, our priorities focus on materials, manufacturing processes and energy use at supplier sites, alongside the continued decarbonization of our operations.

Delivering this transformation requires collective action and long-term commitment. Lacoste works in close partnership with suppliers, licensees and logistics providers to deploy concrete decarbonization pathways – from energy efficiency and fuel switching to the transition towards preferred materials. Increasing traceability and data quality plays a key role in guiding decisions, measuring progress and preparing for evolving regulatory requirements.

While reducing emissions remains our priority this decade, we also recognize the need to adapt. Water stress, extreme weather events and energy volatility already shape our operating environment. Anticipating these risks is essential to protect people and the environment, secure supply and preserve the quality and availability of our products.

This Climate Report sets out how Lacoste translates these convictions into governance, strategy, action plans and measurable results. It reflects both the progress achieved and the challenges ahead, and our commitment to a disciplined, science-based transition anchored in the values and long-term vision of Lacoste.

ABOUT THIS REPORT & SCOPE

This report is intentionally designed as a hybrid document, combining policy principles, strategic direction and operational transition planning, to clarify its climate ambitions and commitments, explain the strategic choices guiding our trajectory, and describe the concrete actions already underway through governance, processes, metrics and targets.

REPORTING PERIMETER

This Climate Report is presented as a FY2025¹ report, reflecting Lacoste’s current climate strategy, governance and transition plans. Where FY2025 performance data are available, they are presented accordingly. For selected quantitative indicators FY2024 remains the latest fully consolidated reference year at the time of publication. In such cases, FY2024 data are disclosed and clearly identified, ensuring transparency and consistency until FY2025 figures are finalized and published.

Unless otherwise stated, this report covers entities consolidated for sustainability and greenhouse gas (GHG) reporting, including Lacoste’s owned and controlled operations and, where applicable, joint ventures. The reporting perimeter encompasses owned or leased retail, logistics platforms and offices, as well as the upstream and downstream value chain – from Tier 1 (product assembly and finishing) to Tier 4 (raw material production), logistics providers, the use phase and end-of-life of products.

LACOSTE ACTIVITIES



¹ In certain cases, selected indicators or progress metrics may refer to FY2024. This applies when data was not yet available at the time of FY2025 reporting. The latest available information is then provided.

METHODOLOGIES AND STANDARDS

GHG accounting follows the GHG Protocol (Corporate Standard for Scopes 1-2 and Corporate Value Chain for Scope 3). Scope 2 emissions are reported using both location- and market-based methods. Emission factors are sourced from recognized databases²; methodological details are provided in the Appendices.

FORWARD-LOOKING STATEMENTS AND ASSURANCE

Certain statements in this report are forward-looking and subject to risks and uncertainties. They are not guarantees of future performance. Unless otherwise specified, the information herein has not been subject to external assurance; Lacoste intends to progressively enhance internal controls and pursue limited assurance in line with regulatory timelines.

² IEA, Base Empreinte, etc.

GOVERNANCE

Climate governance operates at three organizational levels, ensuring clear sponsorship, accountability, and execution across the Group.

Group level – The MF Brands Chief Sustainability Officer oversees climate commitments across brands and provides a common framework for risks and opportunities.

Brand level – Lacoste ExCom sponsors relay priorities and drives accountability for major initiatives. The Global VP CSR defines the climate strategy, anticipates evolving regulation and oversees the CSR global team responsible for frameworks, methodology and data consolidation.

Operational level – Operations & Quality teams manage climate expectations with suppliers and coordinate data collection across factories in Asia, the Americas and Euromed. CSR champions – including those focused on raw materials – embed climate considerations in business decisions.

ROLES, RESPONSIBILITIES AND CADENCE

Management monitors progress through periodic reviews, with key indicators escalated to executive governance. Responsibilities for delivery are embedded in functional roadmaps (Operations, Sourcing, Product, Retail, Logistics, Indirect Procurements and Transport) with supporting policies and procedures.

RISK MANAGEMENT

APPROACH AND SCOPE

We apply a double materiality lens covering both how climate affects Lacoste and how Lacoste affects climate. Our framework combines country-level hazard mapping, deep-dive thematic analyses and impact assessments to identify and prioritize critical risks across operations and the value chain. We used two SSP scenarios to evaluate risks and related vulnerabilities: “business-as-usual” trajectory (SSP5-8.5) and “deep transition” trajectory (SSP1-2.6).

MATERIAL CLIMATE RISKS AND RESPONSES

Risk type	Example of material risk	Implications for Lacoste	Responses
Physical	Climate impacts on cotton production (drought, heat stress)	Supply availability and quality risk	Materials strategy, preferred cotton program, supplier diversification
Physical	Heat waves / extreme weather affecting factories and logistics	Operational disruption; higher energy demand	Site efficiency programs; contingency planning; logistics optimization
Physical	Water stress (manufacturing and energy)	Process constraints in dyeing/finishing; energy reliability	Water/energy efficiency projects; supplier engagement on process upgrades
Transition	Energy price volatility and tighter regulation	Cost increases; need for cleaner energy sources	Coal phase-out, renewable sourcing, efficiency programs
Transition	Carbon taxation / regulatory compliance	Rising cost of non-compliance	Roadmaps aligned with SBTi; supplier scorecards; audit programs

Processes and controls include monitoring and early-warning mechanisms, supplier due diligence, environmental audits, escalation protocols, and linkages to sourcing and product decisions.

STRATEGY

AMBITION AND GUIDING PRINCIPLES

Lacoste's climate strategy couples near-term, science-based decarbonization with long-term resilience. Our 2030 objectives, approved by the Science-Based Targets initiative (SBTi), are to reduce absolute Scope 1 & 2 greenhouse gas (GHG) emissions by 47% versus 2019 and to decrease Scope 3 emissions by 37% per product sold versus 2019. Delivery relies on disciplined execution, clear accountability across functions and regions, and continuous engagement with suppliers and partners.

SCOPES 1 & 2 – OWN OPERATIONS ACTION PLAN

Lacoste Scope 1 and 2 account for 2% of our total carbon footprint. Lacoste has deployed several action plans aimed at reducing the carbon footprint of its controlled activities, targeting internal production facilities as well as worldwide distribution sites.

Energy efficiency in manufacturing facilities

Our factories remain a major source of operational energy demand. We prioritize process efficiency before switching energy sources: (i) optimizing thermal processes in dyeing, finishing and drying; (ii) improving steam generation and heat recovery; (iii) reducing compressed-air leaks and right-sizing motors; and (iv) deploying digital energy management for continuous improvement.

At the Gayettes site (Troyes), the heat-recovery project from dyeing effluents, launched in April 2024, is designed to save ~3.2 GWh of gas per year and avoid an estimated ~736 tCO₂ annually by reinjecting recovered heat to pre-heat dyeing machines. Sensor-based monitoring (Sensorfact), scheduled from October 2025, will further identify losses and support targeted corrective actions.

Offices and retail network efficiency

Lacoste aims to reduce its offices' impact, starting with the headquarters in Paris, Court 37 that is BREEAM certified. We implemented HVAC optimization, lighting upgrades and building-management good practices consistent with recognized building standards to strengthen energy efficiency, water management and climate resilience.

The maintenance and redesign of store concepts systematically incorporate operational guidelines aimed at reducing losses and improving environmental performance, drawing on proven local best practices such as LED lighting standardization, HVAC set-point optimization, and door management.

Renewable electricity and on-site generation

We will progressively increase the share of renewable electricity across operated sites through a balanced mix of contractual instruments (e.g., energy attribute certificates and, where feasible, power purchase agreements) and selective on-site generation.

In 2025, Lacoste invested in renewable energy by purchasing Renewable Energy Certificates representing nearly 9,500 MWh of electricity. From 2026, solar carport

canopies at Gayettes are expected to reduce electricity purchases by approximately 5–7% for the Gayettes facilities.

SCOPE 3 – VALUE CHAIN ACTION PLAN

Scope 3 emissions constitute 98% of Lacoste’s carbon footprint and require coordinated action with suppliers, licensees and logistics partners. The transition plan prioritizes materials transformation and manufacturing energy transition, which account for the largest share of Lacoste’s carbon footprint, while progressively strengthening supporting levers such as transport, packaging and indirect procurement.

Manufacturing decarbonization

Manufacturing decarbonization focuses on reducing thermal energy demand, improving energy mixes, and eliminating the most carbon-intensive fuels.

Lacoste is engaging its key factories to implement structured decarbonization roadmaps, focusing on thermal processes, energy-mix improvements and, where relevant, coal phase-out. Progress is monitored through supplier scorecards and regular reviews.

Coal phase-out

Lacoste is systematically mapping coal usage across Tier 1 and Tier 2 suppliers to identify high-emission hotspots. The company is engaging strategic suppliers in collaborative decarbonization pathways, supporting the development of fuel-switching plans that replace coal with lower-carbon alternatives such as natural gas, biomass, or electrification.

The objective is to phase-out coal for Tier 1 and Tier 2 suppliers, by 2025 for textile and leather goods, and by 2028 for footwear.

	T1	T2
Apparel	98%	93%
Footwear	100%	77%
Leather Goods	100%	100%

Alignment of key suppliers’ factories

In parallel, Lacoste is encouraging process optimization to reduce overall thermal energy demand, particularly in dyeing, finishing, and drying operations. Progress is monitored through a structured scorecard and funnel approach, guiding suppliers through successive stages of assessment, planning, implementation, and verification. This scorecard evaluates suppliers' performance by giving equal importance—50% each—to operational reliability and social & environmental commitment. This framework ensures accountability, transparency, and continuous improvement across the manufacturing network.

We are partnering with our strategic suppliers, which represent over 70% of our global production volume, to align our key factories with Lacoste's 2030 climate ambitions. This collaboration focuses on boosting energy efficiency, accelerating the shift to renewable energy, and reducing reliance on fossil fuels.

Data collection & decarbonization progress tracking

To strengthen the integration of our suppliers' decarbonization pathways across all stages of the manufacturing process, we revised our textile carbon accounting methodology in 2025. This methodology is based on a "top-down" approach, whereby a share of the total emissions generated by factories is allocated to Lacoste in proportion to the production volumes dedicated to Lacoste.

For the majority of manufacturing facilities, emissions are calculated using data that have been verified by independent third parties. For the remaining facilities, emissions are estimated based on observed average energy consumption and country-specific energy mixes for each manufacturing location.

Materials transition

Raw materials transition is Lacoste's most impactful lever for Scope 3 emissions reduction. The transition plan prioritizes the gradual replacement of conventional materials with lower-impact alternatives, based on volume, intensity and technical feasibility. This includes increasing the uptake of preferred cottons, recycled synthetic fibers and certified leathers, while continuously reassessing material choices through Product Environmental Footprint (PEF) methodologies.

In textiles, cotton remains the dominant fiber, accounting for 74% of fibers used in 2025. Lacoste's objective is to reach 80% committed cotton by 2030.

In 2023, Lacoste established specific requirements related to cotton production, incorporating environmental, social, and quality criteria. The development of this cotton, known as Nominated Cotton™, serves several objectives, including the creation of new commercial partnerships, the promotion of regenerative production practices, the securing of working conditions, the continuous improvement of farms' environmental footprint, traceability from the cotton field through to our retail points of sale, and the enhancement of the final product's quality. Since 2025, the NGO WWF has been supporting us in strengthening the technical aspects of this initiative.

In 2025, 49% of the cotton used was preferred cotton, including organic, recycled, and nominated cotton—representing a 50% increase compared to 2024. Organic cotton remains the main contributor, accounting for 36% of total cotton use, or nearly 5,000 tons, and marking a 41% year-on-year increase. While recycled cotton currently represents a marginal share, it is being explored as a complementary lever to support circularity and gradual emissions reductions.

For leather goods, Lacoste has achieved full compliance with Leather Working Group certification for all leather sourced since 2023, with 85% LWG Gold certified leather and

15% LWG silver-certified leather in 2025, reflecting its commitment to the highest environmental standards in tanning processes. In parallel, the integration of recycled polyester into leather goods collections contributes to reducing the Group's carbon footprint. In 2025, 50% of synthetic materials used in leather goods were sourced from recycled materials.

In footwear, Lacoste applies the same commitment to responsible leather sourcing, with 100% LWG Gold-certified leather across all products since 2023. In addition, Lacoste works with ISA Tantec tannery to obtain leather with reduced environmental impact.

Together, these material shifts represent a cornerstone of Lacoste's decarbonization trajectory.

Traceability as a foundation for action plan monitoring

We maintain a central traceability governance that aggregates data from Tier 1 to Tier 4 and across categories to support Product Environmental Footprint calculations, action plans building and regulatory readiness. This visibility enables precise emissions mapping, coal-dependency checks and verification of preferred-materials adoption.

THE WAY FORWARD

From 2025 to 2030, our milestones will focus on three core priorities: expanding traceability coverage, executing fossil energy-switching roadmaps in priority facilities, and scaling the use of preferred materials in line with product strategies.

Together, these pillars form the backbone of our action plan. Building on this foundation, the next phase is to broaden and reinforce our approach by unlocking additional emissions-reduction potential across the value chain.

This includes fully integrating other critical levers—transport, packaging, and indirect procurement—which play a material role in achieving a complete and durable transition.

Actions on transport primarily aim to reduce air freight through improved sourcing processes—such as nearshoring—and more robust production planning and lead-time management. By strengthening anticipation and coordination across the supply chain, we seek to minimize urgent shipments and increase the use of lower-carbon and multimodal transport solutions.

While these levers already deliver significant reductions, further progress will require expanding action plans to currently less-mature emissions categories.

Together, these actions constitute Lacoste's climate transition plan, which structures the delivery of our 2030 climate objectives through phased, measurable and governed levers across the value chain.

Climate adaptation and resilience

Building on the climate-risk analysis described in the Risk Management section, Lacoste is progressively integrating adaptation considerations into supplier mapping, site assessments and operational decision-making.

While climate mitigation remains the Group's primary focus this decade, rising temperatures, water stress, extreme weather events and energy volatility already affect parts of our value chain, particularly in upstream manufacturing and raw material sourcing. Adaptation measures currently prioritize energy and water efficiency, diversification of sourcing regions and enhanced monitoring of climate exposure. This approach will continue to evolve as risk analysis and data maturity improve.

METRICS & TARGETS

TARGETS (ABSOLUTE AND INTENSITY)

Target	Scope	Base year	2025 status	2030 target	Notes
-47% absolute GHG	Scopes 1 & 2	2019	-13%	-47% vs 2019	Aligned with 1.5°C trajectory
-37% per product sold	Scope 3	2019	-21%	-37% vs 2019	Well-below 2°C trajectory

These results illustrate the early effects of Lacoste's transition plan, with a progressive reduction in the carbon intensity of products despite ongoing business activity.

Scope 1 & 2: A reduction in absolute GHG emissions in 2025 compared with 2019, driven by an energy efficiency plan implemented in our factories and investments in renewable energy.

Scope 3: A reduction in GHG emissions per product sold in 2025 compared with 2019, thanks to the introduction of low carbon alternative materials (responsible cotton, recycled synthetic fibers, certified leather), the implementation of energy action plans at our suppliers.

ENERGY CONSUMPTION – OPERATIONS

Energy	2025	2024	2019
Renewable energy (MWh)	9,474	6,826 ³	0
Non-renewable energy (MWh)	78,856	75,095	77,753
Total (MWh)	88,330	81,921	77,753
Share of renewable energy (%)	10.7%	8.3%	0%

ENERGY-MIX – TEXTILE SUPPLIERS

Energy type	Energy use (MJ)	Share of 2024 mix ⁴
Biomass	175,988,597	16%
Electricity from renewables	35,766,296	3%
Other renewable energy	24,751,037	2%
Total renewable energy	236,505,930	22%
Conventional electricity	231,680,127	21%
Natural gas	357,700,510	33%
Coal	157,290,469	14%
Other	102,402,045	9%
Total non-renewable energy	849,073,151	78%
TOTAL	1,085,579,081	100%

³ Indicative REC volume recorded

⁴ Latest available data

GHG EMISSIONS – SCOPES 1, 2, 3 (GROSS)

We report Lacoste’s full climate footprint annually in addition to the emissions covered by our science-based target.

Location-based

	UNIT	2019	2024	2025
Scopes 1	T.CO2e	7,553	7,191	7,500
Scope 2	T.CO2e	11,488	10,926	11,620
Scope 3	T.CO2e	726,120	687,790	672,885
Total (Scopes 1, 2, 3)	T.CO2e	745,162	705,907	692,005

Market-based

	UNIT	2019	2024	2025
Scopes 1	T.CO2e	7,553	7,191	7,500
Scope 2	T.CO2e	12,229	10,066	9,638
Scope 3	T.CO2e	726,120	687,790	672,885
Total (Scopes 1, 2, 3)	T.CO2e	745,903	705,047	690,023

Breakdown of Scope 3 emissions

	UNIT	2019	2024	2025
Category 1 – Purchased goods and services	T.CO2e	587,818	552,274	527,345
Category 2 – Capital goods	T.CO2e	7,487	9,210	9,414
Category 3 – Fuel- and energy-related activities	T.CO2e	4,808	4,613	4,743
Category 4 – Upstream transportation and distribution	T.CO2e	53,536	42,845	50,356
Category 5 – Waste generated in operations	T.CO2e	208	82	2,230
Category 6 – Business travel	T.CO2e	4,036	4,686	4,595
Category 7 – Employee commuting	T.CO2e	5,566	8,182	8,446
Category 8 – Upstream leased assets	T.CO2e	2,694	3,623	3,124
Category 9 – Downstream transportation and distribution	T.CO2e			
Category 11 – Use of sold products	T.CO2e	30,716	32,527	36,085
Category 12 – End-of-life treatment of sold products	T.CO2e	26,022	25,430	22,739
Category 14 – Franchises	T.CO2e	3,230	3,918	3,808
Category 15 – Investments	T.CO2e			
Total Scope 3	T.CO2e	726,120	687,790	672,885

APPENDICES: METHODS, GLOSSARY & ACRONYMS

CALCULATION METHODS AND DATA QUALITY

Unless otherwise stated, Lacoste applies the GHG Protocol for scopes and boundaries and aligns energy metrics with ESRS E1 definitions. For Scope 3 categories not fully covered by primary data, estimation methods and uncertainty ranges will be disclosed as our reporting matures. Data lineage and controls are strengthened through seasonal collection and internal checks.

SCOPE EXCLUSIONS AND CARBON CREDITS

Topics not in scope for this reporting period include carbon credits, carbon removals and nature-based solutions, and internal carbon pricing.