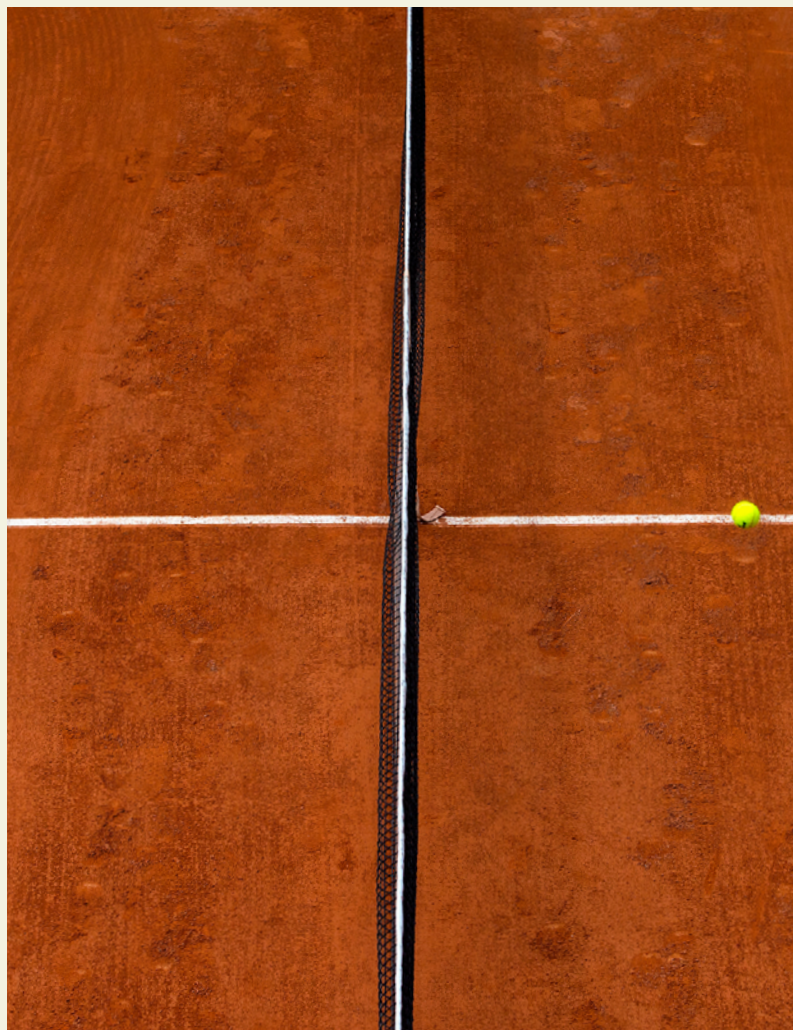




SUSTAINABLE DEVELOPMENT REPORT
2024-2025

KEY HIGHLIGHTS

TOWARDS DURABLE ELEGANCE

THIS LABEL PLAYS FAIR

LACOSTE 

DURABLE ELEGANCE IS PART OF OUR DNA

For nearly a century, Lacoste has built a unique legacy, one defined by boldness and elegance. Our sustainable development strategy is a fundamental part of who we are and carries this heritage forward.

Our history draws its strength from René Lacoste, a visionary who rewrote the rules and **made elegance a commitment.**

OUR VALUES

PLAY AS ONE TEAM

PLAY WITH ELEGANCE

PLAY BY DARING

PLAY WITH TENACITY



Lacoste supports people from
challenging environments,
for example by helping young
caddies at Chantaco
learn to play golf



They continue to guide our Brand today and inform every action we take. This vision shapes how we innovate and grow.



Simone, his wife, and Catherine,
his daughter, both golf champions,
continue to inspire the Crocodelles
movement today

FOREWORD

Durable Elegance expresses our determination to transform the way our products are produced and consumed, as well as how we work together with others. We take a proactive approach to this strategy, setting clear targets for 2030 and continuously strengthening our practices. At Lacoste, elegance extends beyond our products; it defines how we build our relationships and guides our actions.

For people,

we are committed to making equal opportunities a reality, including by supporting young people from challenging environments and individuals with special needs, promoting gender equality and placing diversity, equity and inclusion at the heart of our policies.

For our products,

we continue to uphold our standards of durability and quality and ensure the continuity of our values and practices. Committed to craftsmanship and those who contribute to it, we design pieces to be worn over time and passed down through the generations.

For the planet,

we continue to adapt our practices and support our partners in aligning with pathways and processes that respect nature and address current climate challenges.

Together with our employees, partners and communities, we are bringing this ambition to life. This report provides an overview of the actions we have taken, the progress we have made, and the innovations still to come. Above all, it reflects the conviction that has guided our Business for more than nine decades: elegance is not a style; it is a way of doing and a state of mind.

In 2025, we introduced our new signature, This Label Plays Fair, to better share our approach with our customers by making our commitments more transparent and easier to understand.

This is because Lacoste is more than a brand or a product: it's a community committed to making the world a better place, driven by its identity and values, and always taking the lead to shape a new kind of future.



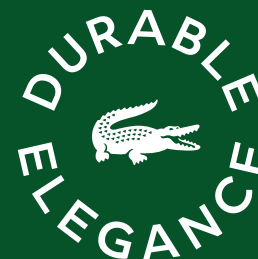
Maria Garrido
EVP Brand



Gaelle Petit-Perrin
EVP Human Resources



Bernard Derrien
EVP Operations



OUR COMMITMENTS

FOR PEOPLE

Make equal opportunities a reality

Help young people from challenging environments succeed in the workforce.

Promote a safe, inclusive working environment for people with special needs.

Support women's career development at all levels of our organisation.

Recognise the contribution of workers from field to factory

Track our entire supply chain.

Partner with the most committed suppliers and help them improve labour practices.

Supporting the inclusion of young people through education and sport

Work alongside the Lacoste Foundation and its partner nonprofits to support youth development.

FOR MORE DURABLE PRODUCTS OVER TIME

Reduce the environmental footprint of our products

Prioritise preferred raw materials and develop our own cotton supply chain

Select organic, recycled and/or certified materials.

Develop a cotton supply chain that meets stringent social and environmental standards.

Increase the durability of our products over time and double the lifespan of timeless pieces

Double the lifespan of our timeless polo shirts.

Roll out the Lacoste durability protocol across all brand- and partner-operated factories.

Introduce a second-hand marketplace, initially in France, then in all major markets.

REDUCING OUR IMPACT ON THE PLANET

Reduce our impact on the climate

Improve the energy efficiency of our factories.

Phase out coal in favour of renewable energies.

Align our strategic suppliers with our Brand climate pathway approved by the Science-Based Targets initiative (SBTi).

Reduce our impact on Nature

Understand and measure our impact on biodiversity.

Give our textile waste a second life.

Minimise the use of chemical substances.

FOR PEOPLE

Make equal opportunities a reality

Our Diversity, Equity and Inclusion (DE&I) commitment rests on three pillars and a shared dynamic that places diversity at the heart of innovation and performance.



ELEVATE YOUTH COMING FROM CHALLENGING ENVIRONMENTS

Support young people from challenging environments in their professional integration.

SPOTLIGHT ON

Committed Crocodiles

- A community of **committed volunteer employees**.
- In 2025, **22 mentoring programmes** were deployed across ten countries to support young people from challenging environments or living with special needs.



2030 TARGET

Help **1,500** young people from challenging environments integrate the workforce (over 1,000 in 2025)



EMBRACE PEOPLE WITH SPECIAL NEEDS

Provide a trusting and open environment where employees with special needs feel valued, included, and have equal opportunities to thrive.

SPOTLIGHT ON

Our 360 special needs policy¹

- An online training programme launched across all subsidiaries to help store teams better **support customers with disabilities**.
- Implementation in France of an **inclusive procurement policy**.



2030 TARGET

30% increase in the number of employees with special needs in our workforce (36% in 2025)



DRIVE OUR CROCODELLES TO THE TOP

Ensure better representation of women in leadership roles and at all levels of the organization.

SPOTLIGHT ON

Our global programs

- Since 2024, **more than 90 female employees** from all regions took part in the “Accelerate” career development programme, as well as other local development initiatives.
- The “**Voices of Proud Crocodelles**” podcasts showcase career paths for female employees to inspire the wider community.



2030 TARGET

50% women in top leadership positions within our organisation (41% in 2025)

¹ 360-degree special needs policy addresses physical and digital accessibility, recruitment, training and responsible procurement practices.

FOR PEOPLE

Recognise the contribution of workers from field to factory

Lacoste implements a rigorous selection process for suppliers involved in the production of its products, conducts regular assessments and provides ongoing monitoring to support their long-term transition towards more sustainable practices.

STRICTER SELECTION CRITERIA

Lacoste is committed to working with partners who meet our standards and comply with a rigorous compliance framework:

- Assessment of environmental prerequisites
- Assessment of anti-corruption measures
- Assessment via four audits



SPOTLIGHT ON

Regular audits of Tier 1 - 4 factories

- **Technical audit** ensures manufacturing in accordance with expected quality standards
- **Social audit** assesses working conditions, workplace safety and compliance with fundamental labour rights
- **Environmental audit**, performed at factories using wet or chemical processes, ensures that products are manufactured in accordance with water pollution prevention requirements
- **Waste management audit** assesses waste management practices and ensures that no products are destroyed

IN 2025

79% of Tier 1 - 4 social audits validated



MANAGE SUPPLIER TRACEABILITY

Lacoste deployed a supplier traceability solution to collect and use :

- Full traceability data for textile components and processes
- Technical data used to calculate product footprints

2026 TARGET

100% traceability of Tier 1 - 4 factories, up to and including spinning operations

SUPPLIER TIERS

- **TIER 1**
Cutting and assembly of the finished product
- **TIER 2**
Fabric dyeing and printing, and accessories production
- **TIER 3**
Knitting or weaving and yarn dyeing
- **TIER 4**
Spinning (the process of making fibres into yarn) and fibre dyeing
- **TIER 5**
Production of natural, plant-based fibres

FOR PEOPLE

Supporting the inclusion of young people through education and sport



Since 2006, the Lacoste Foundation has supported 320 non-profit programmes in France and abroad, promoting education and the social and professional inclusion of young people. In 2025, 24 projects were supported.



2026 TARGET ACHIEVED

50% of programme beneficiaries are girls

20% of projects benefit people with special needs

Spotlight on four projects :

PROMOTING PHYSICAL EXERCISE AND SPORT

Making sports accessible to underserved communities and improving young people's well-being.

SPOTLIGHT ON

Sport Senza Frontiere

- Sports coaching
- Summer camps
- Individual monitoring
- Medical checkup



INVESTING IN A ROUNDED EDUCATION

Promoting all forms of learning and development through sport.

SPOTLIGHT ON

Heart Project

- Educational programmes
- Support for girls
- Sport and personal development
- Self-confidence

MAKING SPORT ACCESSIBLE TO ALL

Encouraging girls to play sports and helping people with special needs take part in sporting activities in a safe and welcoming environment.

SPOTLIGHT ON

The Tennis South Africa non-profit

- Tennis coaching
- Workshops
- Self-esteem
- Teamwork
- Healthy living



ENHANCING EMPLOYABILITY AND ACCESS TO WORK

Helping young people understand how businesses work and what employers expect to boost their employability.

SPOTLIGHT ON

Tibu non-profit

- Tennis coaching and tournaments
- Re-engagement pathways
- Discovery workshops and training
- Social skills development



FOR MORE DURABLE PRODUCTS OVER TIME

To reduce the environmental impact of its products, Lacoste gives priority to 'responsible' materials and is developing its own cotton supply chain.

Preferred raw materials?

Suppliers fully traceable across Tiers 1 to 4 are subject to independent certification processes.



Sourced from organic farming, lower-impact industrial or agricultural processes, or recycling.

or / +

Respect animal welfare

2026 TARGETS

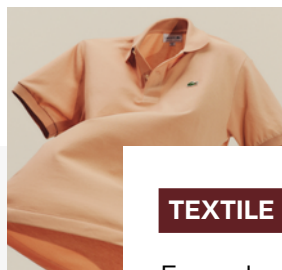
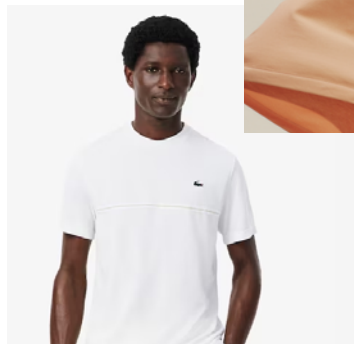
80% preferred cotton (textiles)
Organic cotton, recycled cotton and Nominated Cotton™

100% certified animal-derived raw materials (textiles)

90% recycled polyester (textiles and footwear)

100% LWG Gold-rated leather (footwear and leather goods)

85% recycled synthetic materials (leather goods)



TEXTILE

Examples of models made using preferred raw materials:

- **L.12.12 polo shirt in Nominated Cotton™**
- **Sport Ultra-Dry T-shirts in recycled polyester**



FOOTWEAR

Examples of models made using preferred raw materials:

- **Carnaby Cup made from 100% LWG Gold-rated leather**



LEATHER GOODS

Examples of models made using preferred raw materials:

- **Neocroc bag made from recycled polyester**

Our Nominated Cotton



WWF has been working with us to improve the technical foundations of our approach.

Reliable partner farms

Controlled labour conditions

Strict quality criteria

Regenerative agriculture¹



2028 TARGETS

100% of Nominated Cotton™ used in our textile products will be sourced from regenerative agriculture

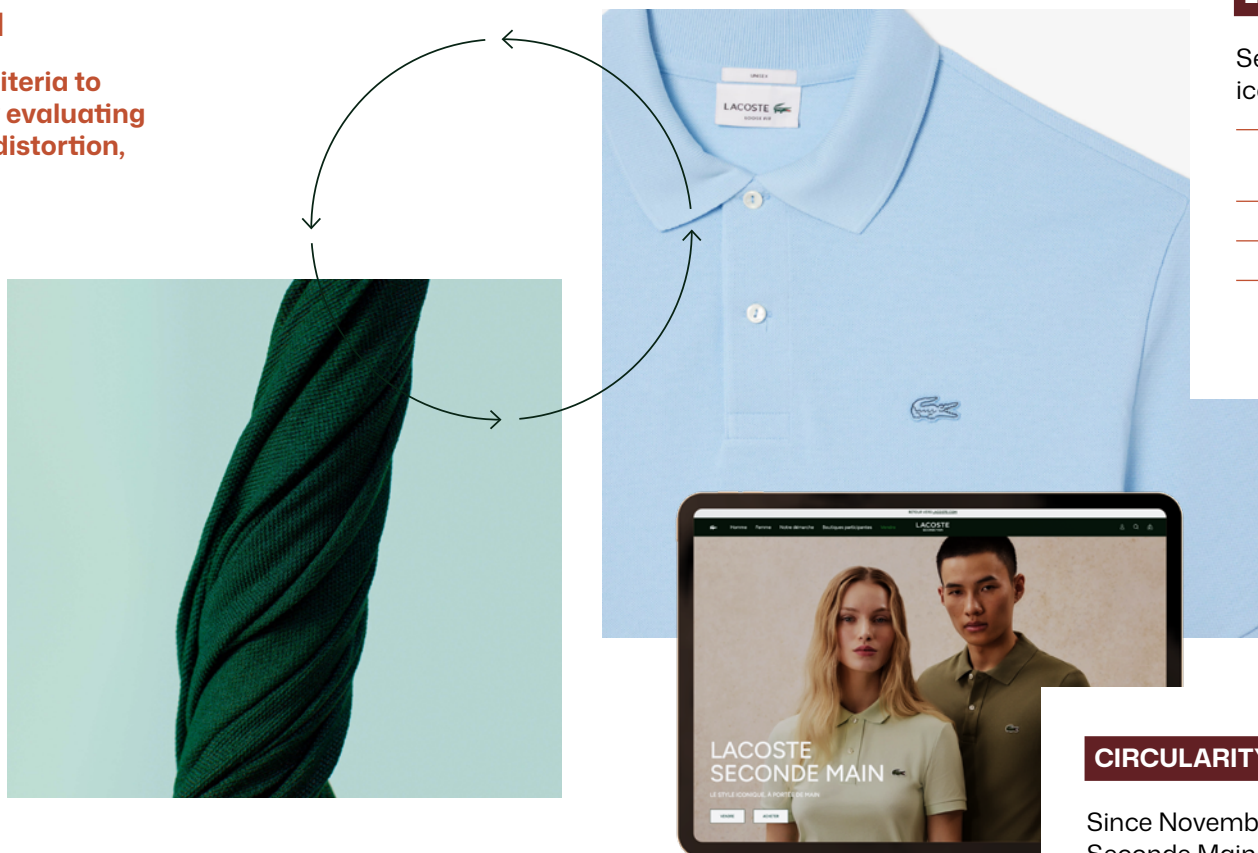
¹ A set of systems that support soil restoration and ecosystem balance

FOR MORE DURABLE PRODUCTS OVER TIME

In addition to using responsible materials, Lacoste is working to improve the physical durability of its textile product lines, beyond reducing their carbon footprint. To achieve this, the Brand implements a rigorous protocol developed in-house.

Our durability protocol

Stringent manufacturing criteria to preserve product quality by evaluating colourfastness, shrinkage, distortion, the risk of holes and more.



LIFESPAN

Several improvements made to our iconic polo shirt, the L.12.12:

- More durable knit based on more resistant fabric
- Reinforced collar
- Improved dyeing formula
- Improved button placket with a new construction and a more flexible interlining

CIRCULARITY

Since November 2024, the Lacoste Seconde Main platform has been giving our products a second life:

- Authenticated and reconditioned garments
- Comply with our product excellence criteria
- Transmission approach

IN 2025

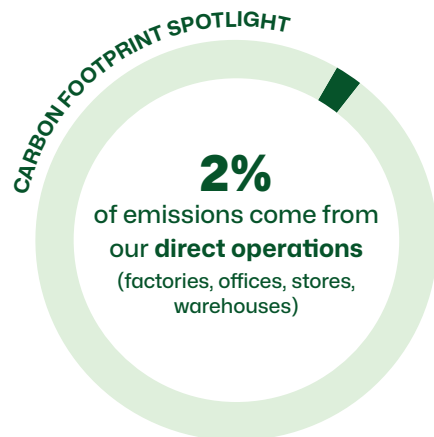
Doubling of the lifespan of

96% of timeless polo shirts (by volume), compared with 83% in 2023 versus 2019

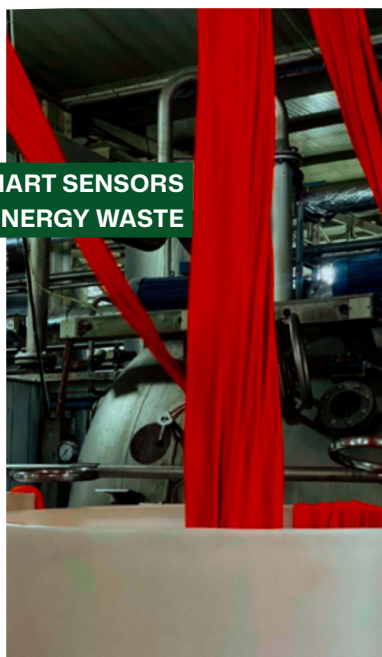
REDUCE OUR IMPACT ON THE CLIMATE AND NATURE

Lacoste continues the work it began several years ago to reduce the carbon footprint of its stores, offices and Lacoste-operated factories, most notably at Les Gayettes in Troyes, France, the historic home of our expertise.

How we are enhancing the efficiency of our directly operated factories



**SMART SENSORS
TO CUT ENERGY WASTE**



**IMPLEMENTING A HEAT
RECOVERY SYSTEM**



**BOILER OPTIMISATION
TO LOWER GAS USE**



**INSTALLING
SOLAR PANELS**



2030 TARGET

-47%

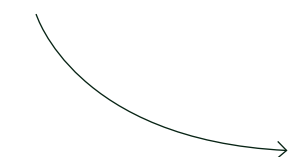
reduction in absolute GHG emissions from our own operations (Scope 1 and 2) compared with 2019

2025 result = -13%

REDUCE OUR IMPACT ON THE CLIMATE AND NATURE

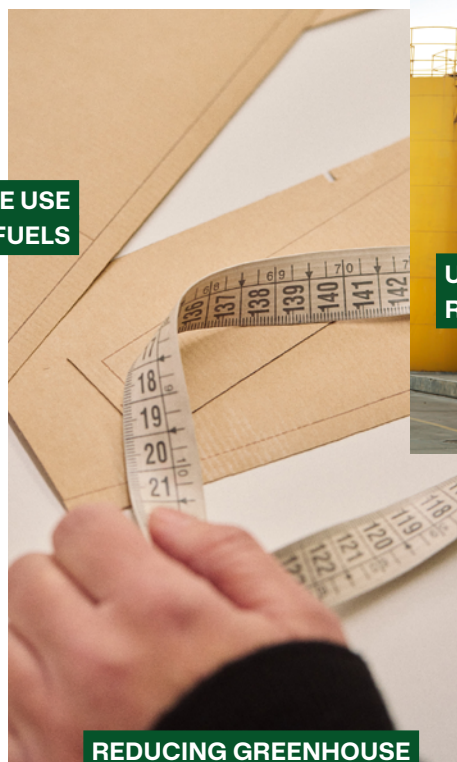
Lacoste monitors its suppliers and supports them in aligning with our Brand's climate targets, including by encouraging them to adopt decarbonisation strategies, reducing the use of fossil fuels and adopting more energy-efficient production processes.

How Lacoste helps its value chain to reduce its environmental impact



REDUCING THE USE OF FOSSIL FUELS

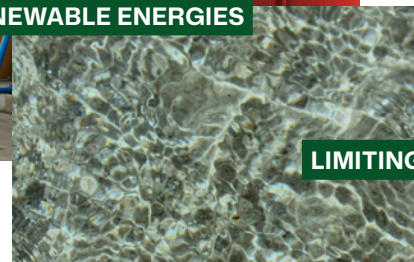
In 2025, 96% of Tier 1 - 2 factories phased out coal (textile and leather goods). 2028 target: 100%



REDUCING GREENHOUSE GAS EMISSIONS



USE OF RENEWABLE ENERGIES



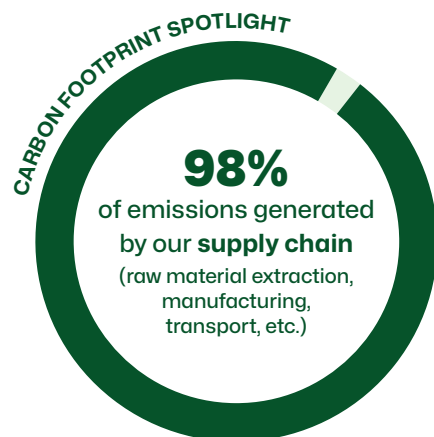
LIMITING WATER POLLUTION

2030 TARGET

-37%

reduction in greenhouse gas emissions per product sold for suppliers in our supply chain, compared with 2019

2025 result = -21%



A Scorecard to assess Tier 1 and Tier 2 suppliers and their production sites

Since 2018, regular assessments of:

- Supplier operational reliability, financial performance, product quality, etc.
- Level of social and environmental commitment, including carbon, water, waste, compliance and traceability indicators

50%
OF THE
ASSESSMENT
is based on
environmental and
social performance

TARGET MONITORING

		TARGETS	BASE YEAR	HORIZON	2025
FOR PEOPLE	MAKE EQUAL OPPORTUNITIES A REALITY	Help 1,500 young people from challenging environments integrate the workforce (target raised after being achieved in 2025)	2021	2030	1,160
		Increase by 30% the number of employees with special needs in our workforce	2022	2030	36%
		50% women in top leadership positions within our organisation	2022	2030	41%
	RECOGNISE THE CONTRIBUTION OF WORKERS FROM FIELD TO FACTORY AND CARE FOR LOCAL COMMUNITIES	100% traceability of Tier 1 - 4 factories (textile and leather goods)	2019	2026	99%
		100% traceability of Tier 1 - 4 factories (footwear)	2019	2027	8%
		100% of social audits¹ of our Tier 1 - 4 supplier factories validated	N/A	2026	79%
		15 impactful projects for communities, co-financed with our suppliers	2024	2026	15
	SUPPORTING THE INCLUSION OF YOUNG PEOPLE THROUGH EDUCATION AND SPORT	50% of participants in projects supported by the Foundation are girls and young women	2024	2026	50%
		20% of projects supported by the Foundation benefit people with disabilities	2024	2026	21%
	FOR MORE DURABLE PRODUCTS OVER TIME	REDUCE THE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS	15% average reduction in the environmental impact of our product lines (textile)	2019	2025
PRIORITISE PREFERRED RAW MATERIALS AND DEVELOP OUR OWN COTTON SUPPLY CHAIN		80% preferred² cotton (textile)	2019	2026	49%
		90% recycled polyester (textile)	2019	2026	75%
		100% certified animal raw materials (textile)	2019	2026	84%
		90% recycled polyester (footwear)	2019	2026	85%
		100% LWG³ Gold-rated leather (footwear)	2019	2026	100%
		85% recycled synthetic materials⁴ (leather goods)	2019	2026	50%
		100% LWG Gold-rated leather (leather goods)	2019	2026	85%
INCREASE THE DURABILITY OF OUR PRODUCTS OVER TIME AND DOUBLE THE LIFESPAN OF TIMELESS PIECES		100% of timeless polo shirts doubled their lifespan	2019	2025	96%
		Roll-out of a second-hand marketplace in France	2024	2025	OK
REDUCE OUR IMPACT ON THE CLIMATE REDUCE OUR IMPACT ON THE PLANET	REDUCE OUR IMPACT ON THE CLIMATE	47% absolute reduction in greenhouse gas emissions (Scope 1 and 2)	2019	2030	-13%
		37% reduction in greenhouse gas emissions per product sold (Scope 3)	2019	2030	-21%
		100% of Tier 1 - 4 strategic factories aligned with our climate pathway (Scope 3)	N/A	2030	14%
		100% of Tier 1 - 2 factories have phased out coal (textile and leather goods)	N/A	2025	96%
		100% of Tier 1 - 2 factories have phased out coal (footwear)	N/A	2028	84%
	REDUCE OUR IMPACT ON NATURE	100% of textile waste from our Tier 1 suppliers is given a second life (methodology revised in 2025)	2019	2025	60%
		100% of our strategic factories using wet processes joined the ZDHC⁵ initiative (textile and leather goods)	2021	2025	95%
		100% of our strategic factories using wet processes are committed to the ZDHC approach (footwear)	2021	2028	68%
		100% of our strategic factories using wet processes have reduced their water consumption by 20% (target under revision)	2019	-	-
		Training on the planetary boundaries has been rolled out across 100% of Lacoste sites	2023	2027	80%

¹ Only concerns the core categories of textile products, leather goods, footwear and joint ventures, collections for adults and children ² Organic, recycled or 'Nominated Cotton' ³ Leather Working Group ⁴ Polyester, polyamide, PVC, nylon, polycarbonate, elastodiene, polypropylene and polyurethane
⁵ Zero Discharge of Hazardous Chemicals. The base year is marked N/A if irrelevant to target progress ** - Indicates that the result is currently unconsolidated, under calculation, or too recent to be measured

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Read the full 2024-2025
Sustainable Development Report:

