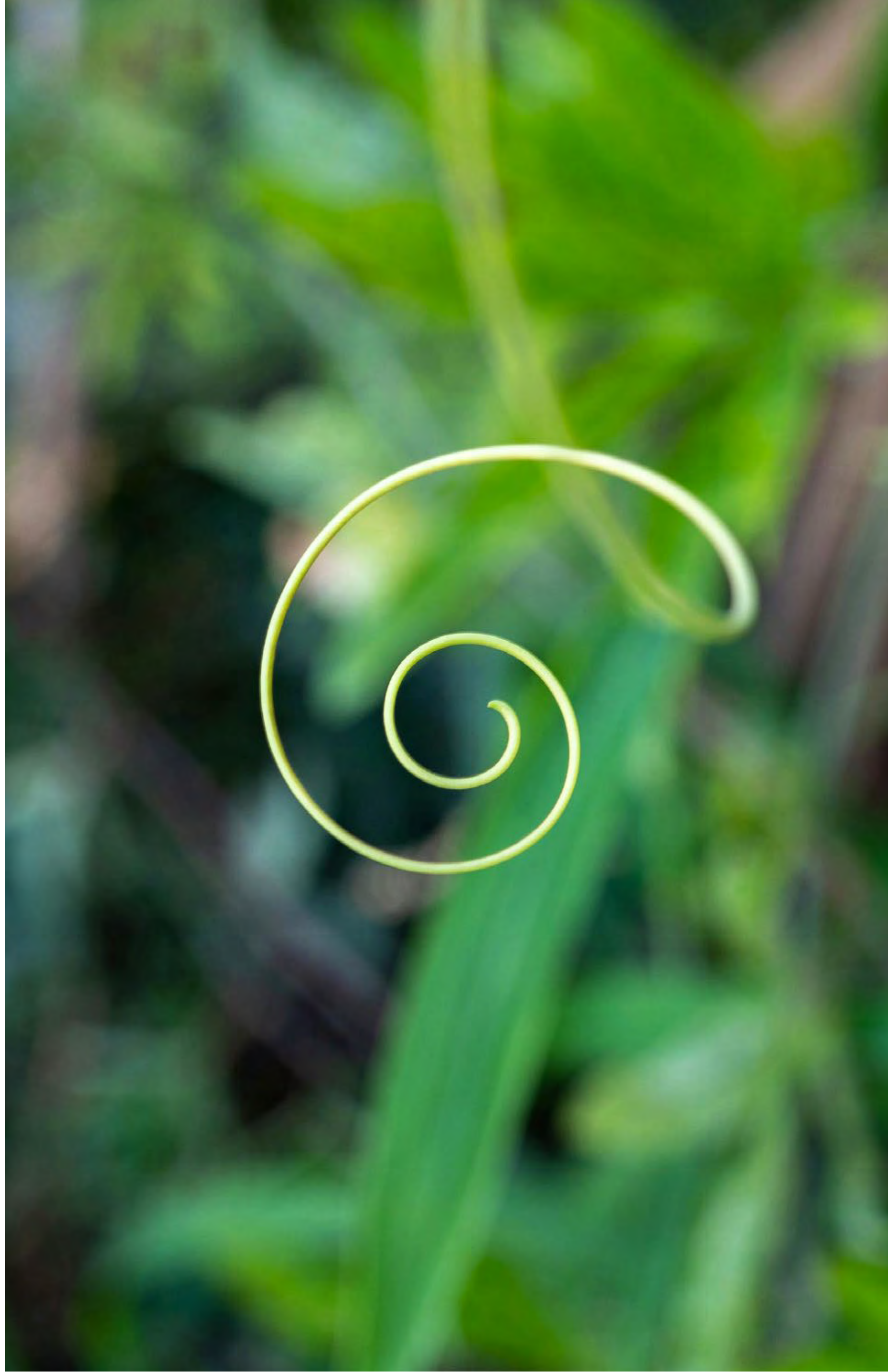




2025 | Sustainability Report



The spiral represents a continuous process of innovation, growth, and improvement.

Each turn reflects a cycle of learning that strengthens our performance and deepens our commitment to ESG —Environmental, Social and Governance— driving sustainable progress and long term value creation.

2025 Sustainability Report



Contents

Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | Information by Companies

GHG Emissions	59
Other KPIs	60



Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

Introduction to Lecta



CEO letter ^{1/2}

Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

As we reflect on another year of our sustainability journey at Lecta, I am pleased to present our latest comprehensive Sustainability Report. In 2025, despite a challenging environment for the industry, we have maintained our commitment to environmental stewardship, social responsibility, and good governance. Our continuous efforts have been recognized externally by organizations such as EcoVadis and SBTi, underlining our dedication to sustainable progress.

As we move ahead, Lecta remains focused on advancing the environmental, social, and governance targets set out in our 2030 roadmap. Guided by a clear vision, we are committed to contribute to building a resilient and sustainable future for our company and future generations.

In our 2025 Sustainability Report, we have laid out our progress against the goals established in our ESG strategy, laying the groundwork for the rest of this decade. We continue to concentrate on areas where we can contribute to sustainable development, and on the key material issues that support environmental, social, and economic outcomes.

We continue to concentrate on areas where we can contribute to sustainable development.

As the CEO, I take pride in reporting our ongoing endeavors to reduce our environmental impact and promote social responsibility across our operations. We are honored to have achieved platinum status in

We are empowering each of our Business Units by giving them greater responsibility, aiming to accelerate decision-making and better focus on the specific needs of our core markets.

Gilles Van Nieuwenhuyzen
CEO Lecta

the EcoVadis rating for the second year in a row, once again placing us amongst the top 1% of evaluated companies. This recognition is attained by very few companies and one that challenges every single one of us to continuously improve year after year. This achievement underscores the strength of our ongoing ESG initiatives and our drive to embed sustainability deeper into every facet of our operations. We continuously strive to set new sustainability benchmarks in the paper manufacturing industry.

Financially, we achieved in April 2026 the Refinancing initiated during summer 25, a major step that strengthens our balance sheet and provides greater stability for our employees and business operations. On the governance front, structural changes are underway to increase agility and market responsiveness. We are empowering each of our Business Units by giving them greater responsibility, aiming to accelerate decision-making and better focus on the specific needs of our core markets. We expect to see the positive effect of these significant structural changes in the coming years.



Gilles Van Nieuwenhuyzen left his position at the end of April 2026 after the successful completion of the Lecta Group's recapitalization and reorganization; the new structure no longer requires a Group CEO.



CEO letter ^{2/2}



Introduction to Lectra

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lectra's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lectra

Environment

Social

Governance

Annex | Information by Companies

Environmental topics remain a top priority for Lectra, with progress made in managing our carbon footprint and emissions. Our roadmap sets ambitious targets for 2030 compared to our 2021 baseline. This was validated by the Science Based Targets initiative SBTi in 2024, giving us clear guidance to limit global warming to 1.5 degrees Celsius, in the perspective of net zero emissions by 2050. Though our financial ability to carry out more projects in 2025 was limited, we continued to implement maintenance and energy efficiency measures across all our mills, in order to uphold our production. In 2025, we have also completed a detailed climate risk assessment, whose insights will help us better manage future risks.

We believe our employees are key to our long-term success and strive to create a workplace environment that promotes and celebrates diversity, equality, employee engagement and development, and health and safety. In 2025, Lectra built on its 2024 Engagement Survey which had over 3000 respondents, including blue collar workers. The focus was on analyzing results and implementing actions to improve employee communication, managerial development, and well-being initiatives. For example, we introduced a 360-degree feedback program aimed at enhancing managerial transparency and workload distribution. Our efforts reinforce Lectra's commitment to a transparent, engaging workplace and use employee feedback to drive continuous cultural and strategic improvements.

Our safety performance remains exemplary within the industry standards across the countries where we operate.

Innovation remains a key element of our strategy, with ongoing development of alternative solutions, including paper based options to plastics and recyclable degradable laminations intended to replace conventional plastic films.

In terms of workplace safety, we are glad to have achieved a 24% reduction in Lost Time Accidents (LTAs) compared to 2024, although we have not yet reached our ambitious target. We continue to place great emphasis on improving behavioral safety in our workplace. In addition to our 'take five' initiative, launched in 2024, we have set specific incentives for managers to correct unsafe behavior of their workers. Our safety performance remains exemplary within the industry standards across the countries where we operate, though we acknowledge areas for improvement as we continue to work towards our Vision Zero strategy.

Recognizing our responsibility throughout the value chain, we have taken important steps this year in our responsible sourcing strategy. The EU postponed the Deforestation Regulation (EUDR) by the end of December 2026 to give stakeholders additional time to adapt and resolve data and compliance challenges. Nevertheless, Lectra has already established robust systems and is prepared to comply with the requirements. In addition to our Supplier Code of Conduct, we have placed emphasis on ethical training and policy reinforcement within our own business, once again obtaining a 100% Ethics training completion.

In terms of products, we introduced a total of 13 new offerings in 2025, expanding our portfolio across multiple sectors with key lines such as the no PFAS added coated papers, recyclable metallized papers designed for flexible food packaging, premium publishing papers, as well as innovative adhesives. Additionally, we expanded our EraBase carton range for the Food Service sector and introduced advanced labelling products. Innovation remains a key element of our strategy, with ongoing development of alternative solutions, including paper based options to plastics and recyclable degradable laminations intended to replace conventional plastic films.

This year's progress would not have been possible without the dedication and hard work of our team and partners. Sustainability considerations are integrated into the company's strategic framework and its ongoing development. For more information about our strategic approach, commitments, and progress, please refer to this Lectra Group Sustainability Report.

Thank you for your continued trust and support.



Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

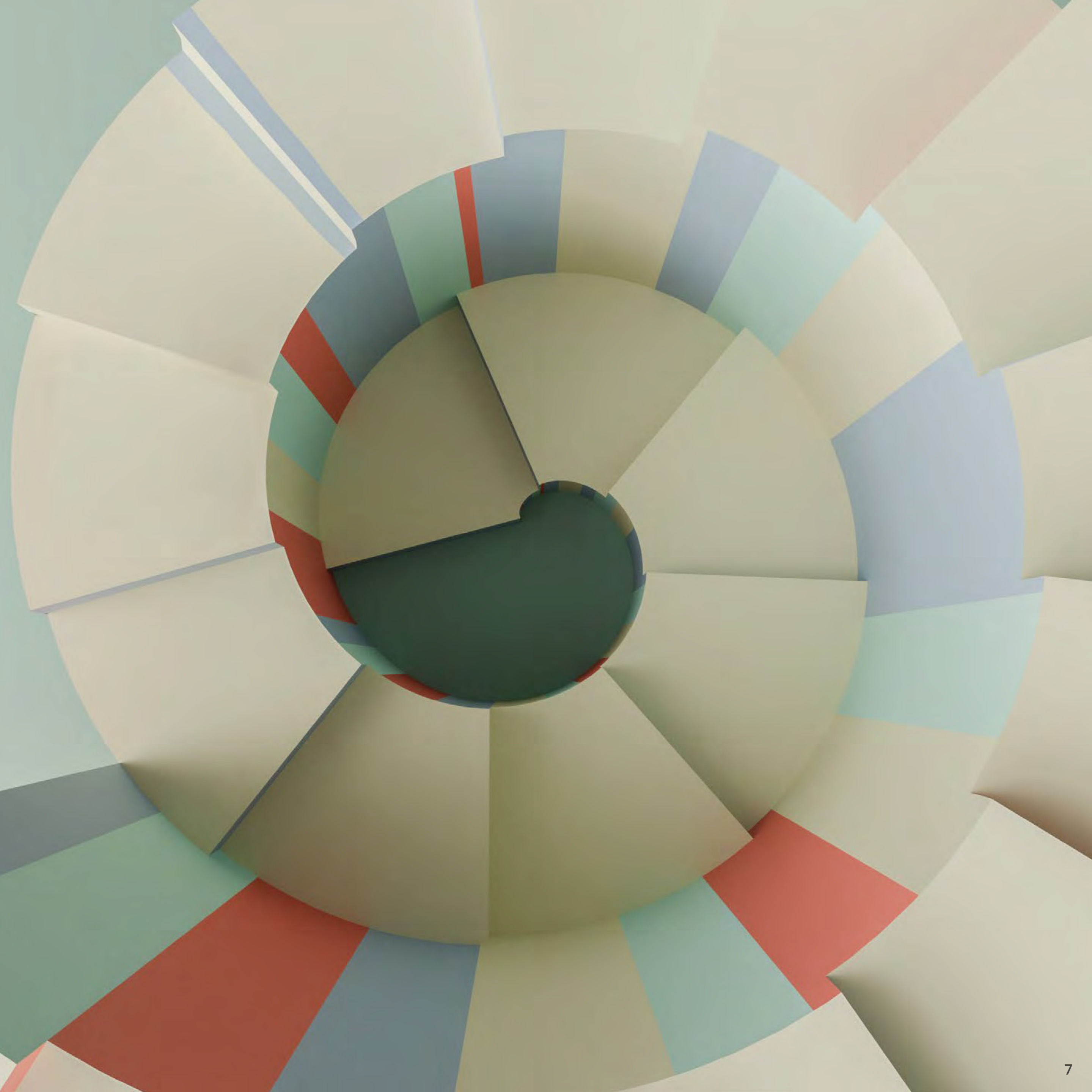
About us ^{1/5}

Global paper supplier

Lecta is a leading European manufacturer and distributor of specialty papers for labels and packaging with high value-added innovative barrier papers, a wide range of high quality coated and uncoated papers for publishing and commercial printing, and other high added value products for different market segments products.

Lecta has an integrated production system including pulp, base paper and a wide variety of paper grades with a manufacturing capacity of over 1.6 million metric tons with today's latest technology and achieves a high standard of environmental performance.

The company's experience and innovative capacity in papermaking and in coating application technologies on different types of paper, supported by strategic investments, have enabled the creation of a new range of high-performance papers.





Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

About us ^{2/5}

Our strategy

Technical knowledge, investment, research & development, innovation and sustainability continue to be the pillars of the Company's strategic development. As in previous years, our focus remains on solutions based on natural and renewable raw materials and on producing recyclable products to contribute to the circular economy.

In 2025, Lecta advanced a key phase of its strategic transformation pursuing the reorganization of the Group into four independently managed business units: Specialties, Fine Papers, Self-Adhesives and Distribution.

The Self-Adhesives Business Unit became financially independent in January 2025.

At the same time, the Group continued reviewing its industrial footprint. The Condat mill remained part of Lecta in 2025, operating under court protection while seeking a buyer and maintaining employment and operations, but has ultimately left the Group in 2026.

Finally, the business units became three independent companies by mid 2026, respectively Garda Group, embedding Fine Papers and Distribution, Adestor and Torraspapel. This new structure has been designed to facilitate tailored financing, to allow higher focus on product's segment and increase value realization in each company, focusing on growth initiatives and best-in-class cost management.

Starting in 2026, each company will develop its own ESG strategy inheriting the efforts made at Lecta Group level in the previous years.

Our commitment

Lecta's approach to sustainability includes ethical principles related to respect and accountability toward people and society. The company has formalized its ESG Agenda as part of its business strategy.

As part of this strategy, Lecta has set targets and defined key performance indicators (KPIs) for its sustainability work. Ambitious targets have been defined in alignment with Environmental, Social, and Governance pillars. These targets include Carbon Footprint targets, supported by a solid decarbonization plan, with our Scope 1, 2 and 3 emissions reductions targets approved by the Science Based Targets initiative (SBTi) in 2024.

Our business

Lecta has an extensive range of products focusing on customers' needs in a wide variety of markets, ranging from publishers, printers, paper merchants, Brand Owners and converters in around 120 countries across all five continents, with Europe representing our largest sales volume.

Lecta is simultaneously undergoing a significant transformation to increase its production of specialty papers for labelling and packaging, while continuing to manufacture high-quality coated woodfree and uncoated woodfree papers for the commercial printing and publishing segments. This strategic change has been driven by significant investment in the modernization and upgrade of equipment at Lecta mills, supported by deep research, development and innovation. The main objective of this transformation remains to create innovative papers that can replace conventional materials currently used in packaging and labelling. Our packaging-specific ranges offer the possibility of substituting plastic, supporting recyclability and compostability in applications where paper is considered as an alternative option.

In 2025, this evolution was further supported by the Group's new structure of four dedicated business units, enabling each activity to focus more effectively on its markets while maintaining the coherence of Lecta's overall product offering.



About us ^{3/5}



Our customers

Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

The commitment to quality and to the customer is the basis of everything we do, which is why we continue to strive to develop innovative products that meet their needs while ensuring the highest possible quality.

Lecta is continuously working to design quality and innovative products focusing on customers' different needs, from luxury brands, the publishing industry, or everyday products.

We know that sustainability is an ever-more important topic for our customers, with the number of responses to sustainability related client requests rising every year. As such, Lecta aims to support its customers in their ambition to become more sustainable. Our products provide customers with alternatives to non renewable materials, supporting efforts to manage environmental impacts.

Climate change is calling for new paradigms: products that use more renewable materials, including wood for pulp, and which are produced with energy efficiency in mind, as well as a higher proportion of renewable energy to reduce overall GHG emissions. For this reason, we pay attention to developing products that are created from certified sources, and that are recyclable at the end of their useful life.



Lecta at Fachpack 2025 in Nuremberg, Germany.



Lecta at Labelexpo Europe 2025 in Barcelona, Spain.

We are maintaining our customer complaint system, listening to our customers and ensuring that their requirements and expectations are communicated to our mills and innovation teams.

Considering our global presence and dedication to customer satisfaction, Lecta maintains sales offices and merchants in 8 countries. This strategic positioning gives us a better understanding of our customers' diverse needs, empowering us to deliver reliable service and products. With 14,500 customers spanning various paper segments, we draw on extensive experience to offer solutions tailored to their requirements. Our relationship is built on principles of proximity, advice, service, and a comprehensive product range customized to meet their needs.

In 2025, we continued to enhance transparency and service by providing technical data sheets, certifications, and up-to-date compliance information with international regulations on our website. Moreover, to ensure product quality and improve customer satisfaction, we are maintaining our customer complaint system, listening to our customers and ensuring that their requirements and expectations are communicated to our mills and innovation teams.



About us ^{4/5}



Our suppliers

Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

Like any actor in the Pulp and Paper industry, Lecta converts raw materials into semi-finished or finished products. Lecta typically functions as a business-to-business entity. While producing in Europe only, Lecta operates globally from a supply chain perspective.

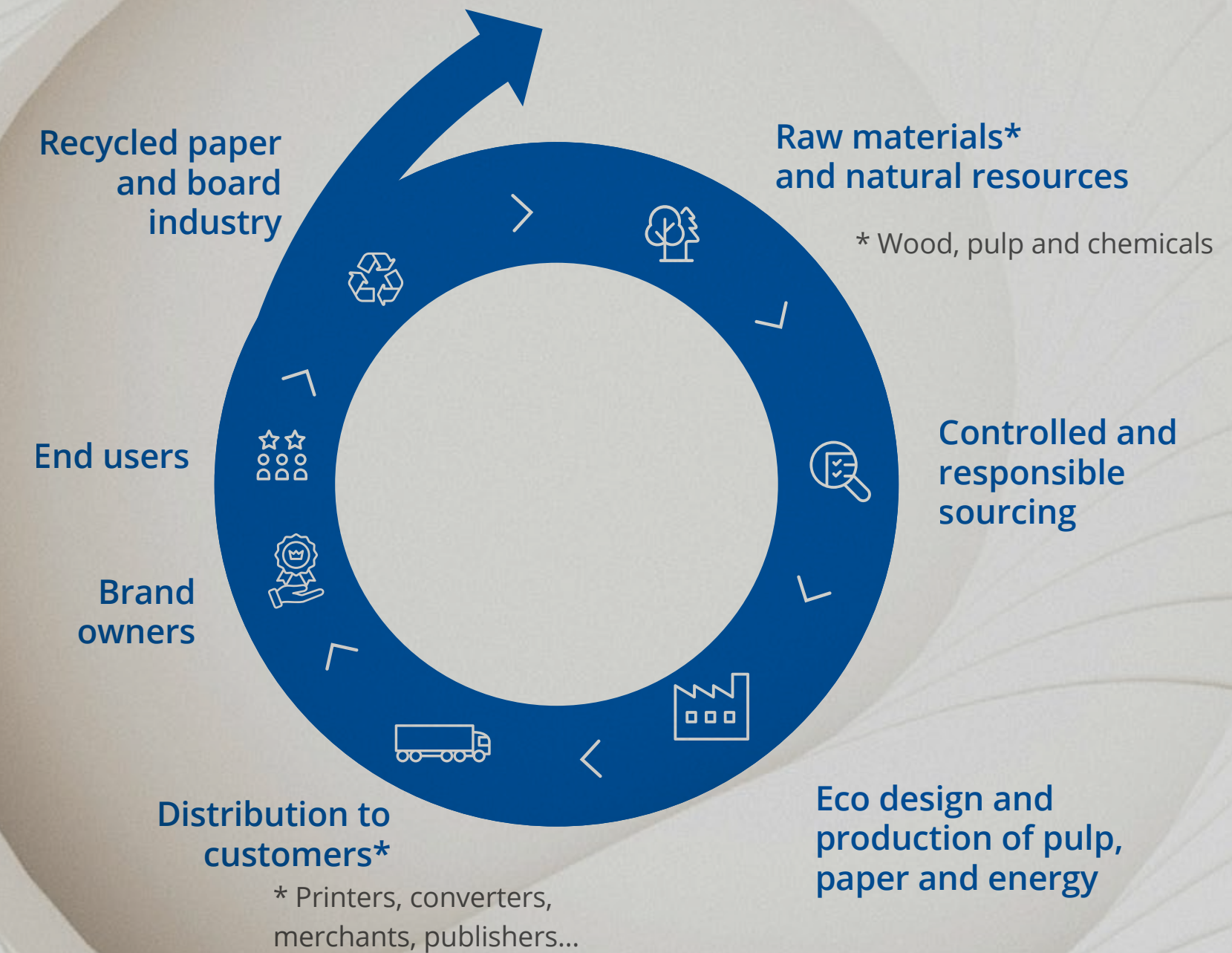
At Lecta, our commitment to sustainability extends beyond our immediate operations to include the entire value chain. We recognize that our suppliers play a crucial role in our sustainability journey, and we are dedicated to creating partnerships that prioritize environmental responsibility, social equity, and economic viability.

As part of our Double Materiality Assessment, completed in 2024, as well as our Climate Risk Assessment, completed in 2025, we have performed a mapping exercise over our value chain, and have taken key suppliers into consideration in both analyses. In our Double Materiality Analysis, suppliers, as a key stakeholder of the business, were consulted to understand the actual and potential impacts of our business, and value chain, on society and the environment. In our Climate Risk Assessment, we analyzed both physical and transition risks that could have a significant impact on our value chain in the short, medium, and long term under different scenarios.

Lecta's raw material purchases primarily focus on forest resources, including wood and pulp, alongside chemical products. In addition, Lecta relies on key suppliers to support various operational aspects such as logistics, maintenance, and repair services. Our general capital expenditure includes machinery essential for production, while energy suppliers provide necessary power resources, and we also engage with service providers for additional support functions. This comprehensive network of suppliers ensures the sustainable operation of our supply chain.

Lecta's raw material purchases primarily focus on forest resources, including wood and pulp, alongside chemical products.

Lecta Value Chain





Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

Social

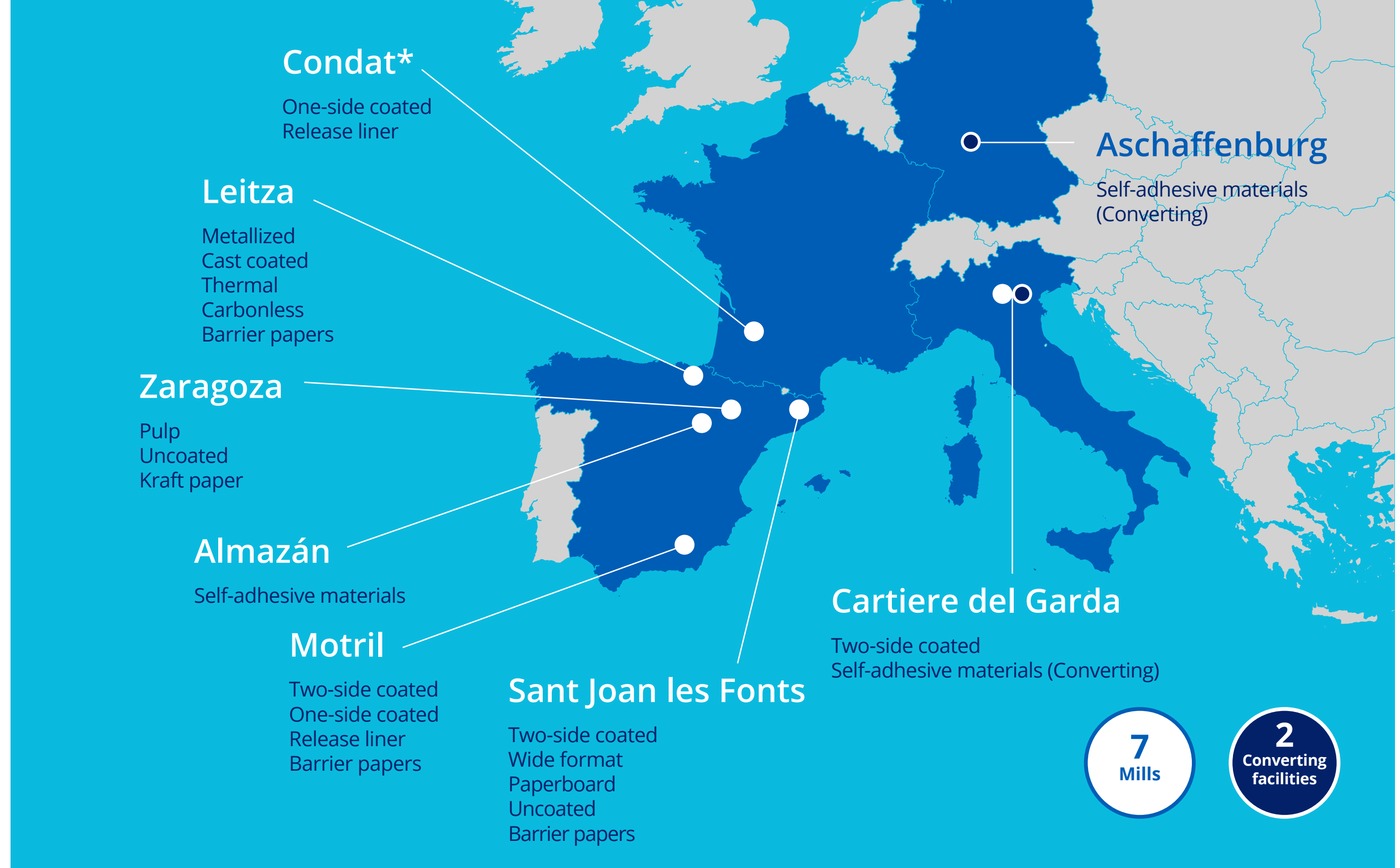
Governance

Annex | Information by Companies

About us ^{5/5}

Locations

Lecta has 7 state-of-the-art mills* in Spain, France and Italy, producing specialty papers, coated woodfree paper and base paper. Lecta's mill in Zaragoza (Spain) also has a pulp manufacturing plant. In 2023, the Group opened a new converting facility for self-adhesive materials in Aschaffenburg, Germany. The mills are certified to strict environmental, energy, quality, and occupational health and safety management standards.



*Condat mill left the company in 2026.



With a production capacity of approximately 1.6 million tons, we sell all around the world and employ 2,673 people in the year ended 31 December 2025.

While primarily operating from our main offices in Spain, Lecta maintains a global presence with sales offices strategically situated in 8 key countries, and 4 own merchants in Europe, North America and North Africa. This gives us a thorough understanding of customers' needs and enables us to provide good service and products to them. Lecta serves 14,500 customers present in different paper segments, giving us knowledge and the possibility of offering synergies to our clients by offering a complete range of paper

solutions for their needs. Proximity, advice, service, and a wide range of products adapted to their needs are the basis of our relationship.

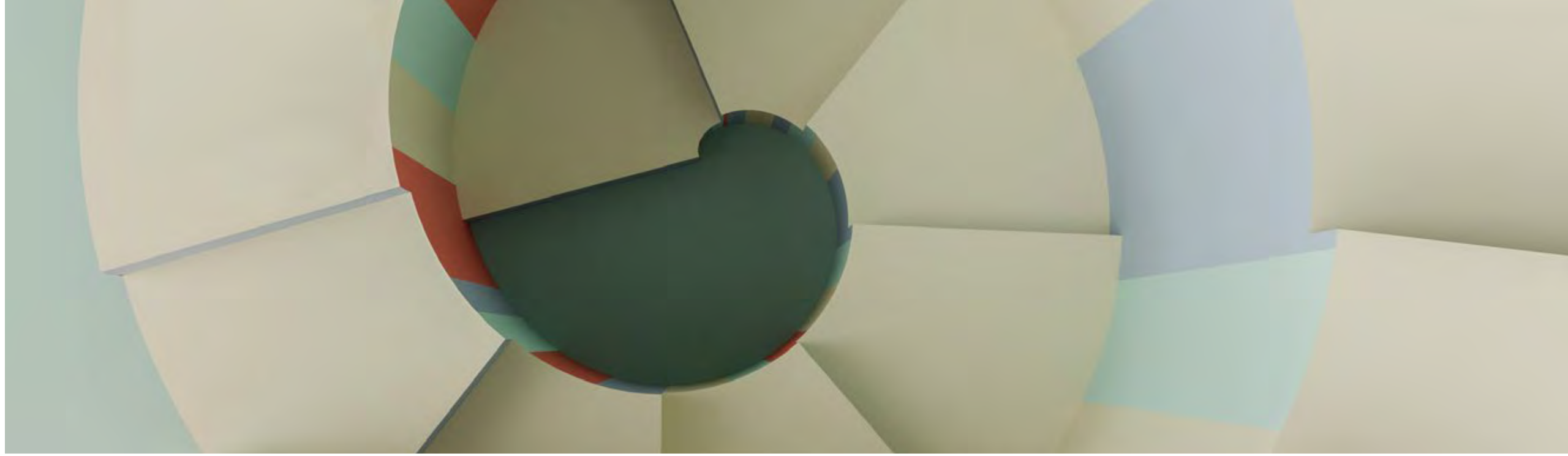
Lecta is also active in the distribution business in southern Europe, with its own distributors in France, Italy, Portugal, and Spain.

Lecta's origins date back to the acquisition, at the end of the 90s, of three companies with a long tradition and well-established brands in their home markets: Cartiere del Garda in Italy, Condat in France, and Torraspapel in Spain. The parent company of the Lecta Group is Lecta Ltd, a limited company incorporated in the United Kingdom. The shared capital is held by multiple funds and investors.



Lecta's products ^{1/2}

Wide range of products



Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

Currently, Lecta offers 13 different types of papers, each with slightly different applications, most of which can be grouped into two main categories: i) labelling and packaging, and ii) commercial printing and publishing.

Within each of these categories, there are various applications, such as flexible packaging or food service for the first category, and digital printing and commercial printing for the second.

Additionally, it is worth noting that across virtually all 13 products, Lecta offers ranges with distinct technical characteristics that serve to optimize their use in any of the mentioned applications. The following table shows all the products and their possible applications:

	LABELLING AND PACKAGING						COMMERCIAL PRINTING AND PUBLISHING		OTHER APPLICATIONS	
	Pressure-sensitive materials	Wet glue labelling	Flexible packaging and bags	Food service	Rigid packaging	Thermal printing	Premium publishing and printing	Commercial printing	Wide format	Business forms
Metalvac Metallised	•	•	•					•		
Creaset CWF1S	•	•	•		•					
Termax Thermal	•					•				
Adestor Self-adhesive	•									
Lineret Release liner	•	•							•	
Eurokote Cast-coated	•	•			•			•		
Diva Art Paperboard					•			•		
EraCup Paperboard				•						
KraFit Kraft			•							
Coral UWF	•	•	•				•	•		
Condat Creator Garda CWF2S							•	•		
Creator Urban CWF1S									•	
Eurocalco Carbonless										•



Lecta's products ^{2/2}



Introduction to Lecta

- CEO letter 5
- About us 7
 - Global paper supplier 7
 - Our strategy 8
 - Our business 8
 - Our commitment 8
 - Our customers 9
 - Our suppliers 10
 - Locations 11
- Lecta's products 12
 - Wide range of products 12
 - New products launched for diversification 13
- 2025 Key figures 14

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

New products launched for diversification

As mentioned, one of Lecta's core values is innovation. Anticipating consumers' needs through the promotion of ideas and initiatives is a key factor in Lecta's business development. Lecta is continuing to work on the development of new products, directing and consolidating its strategy towards specialty papers, and expanding its offering to cover the growing demand in market segments such as labelling, in terms of rigid and flexible packaging, and food service.

It is worth noting that Lecta's products, as detailed below, are manufactured under Good Manufacturing Practice (GMP) standards, complying with ISO 14001 and EMAS environmental management standards, ISO 50001 energy efficiency standards, ISO 9001 quality standards, and ISO 45001 occupational health and safety standards. They have PEFC or FSC® C011032 Chain of Custody Forest certifications.

During the year 2024, Lecta focused on consolidation, strengthening its 2023 achievements. In 2025, Lecta introduced 13 new products. Some of the most notable products introduced in 2025 are:



Metalvac GP

Lecta launched Metalvac GP no PFAS added in February 2025, a metallized paper delivering superior barrier protection against vegetable and mineral oils. Part of the Metalvac range, these papers combine exceptional performance with excellent machinability and recyclability. Featuring low aluminium content (0.08 g/m²), Metalvac GP no PFAS added (75 g/m²) offers a more natural and efficient packaging option for fatty foods such as butter, margarine, and cheese. Compliant with the latest legislation and free of harmful PFAS chemicals, it supports versatile processing and meets CEPI and Aticelca standards, providing an alternative to traditional metallized films and grease-resistant papers.

In addition to these, in 2025, Lecta has continued its development of innovative, circular solutions for the flexible packaging markets, through the comprehensive, versatile range of carrier bag applications. Although not



Creaset HGP

Building on this, in April 2025, Lecta introduced Creaset HGP, a one-side coated paper engineered for grease-proof flexible packaging. Ideal for demanding uses like pet food bags and butter wrapping, Creaset HGP combines exceptional grease resistance without PFAS added with excellent print quality across flexographic, offset, and rotogravure methods. With a recyclability score of 95/100 from CEPI and Level A certification from Aticelca, it furthers Lecta's support of circular economy goals and complements the Metalvac GP no PFAS added to complete the next generation of packaging papers.

necessarily innovative from a market point of view, this range represents a recent innovation for Lecta, marking our initial venture into this type of offering. All solutions in the range are based on biodegradable and natural materials.



Metalvac Seal Oxygen Barrier

Finally, in July, the Metalvac range expanded with Metalvac Seal Oxygen Barrier, a recyclable metallized barrier paper designed for flexible food packaging requiring high barrier performance such as Dry Food (cereal/ chocolate bars, species for example). This innovative paper provides outstanding resistance to water vapor, oxygen, aroma, grease, and mineral oils while maintaining recyclability thanks to its low aluminium content. Compatible with various printing techniques and common packaging formats, it promotes industrial efficiency and aligns with circular economy principles in the development of flexible packaging paper solutions.



2025 Key figures

1.6
M tons
production
capacity

2,673
Employees

€ 1.1
Billion*
revenue

Introduction to Lecta

CEO letter	5
About us	7
Global paper supplier	7
Our strategy	8
Our business	8
Our commitment	8
Our customers	9
Our suppliers	10
Locations	11
Lecta's products	12
Wide range of products	12
New products launched for diversification	13
2025 Key figures	14

Sustainability at Lecta

Environment

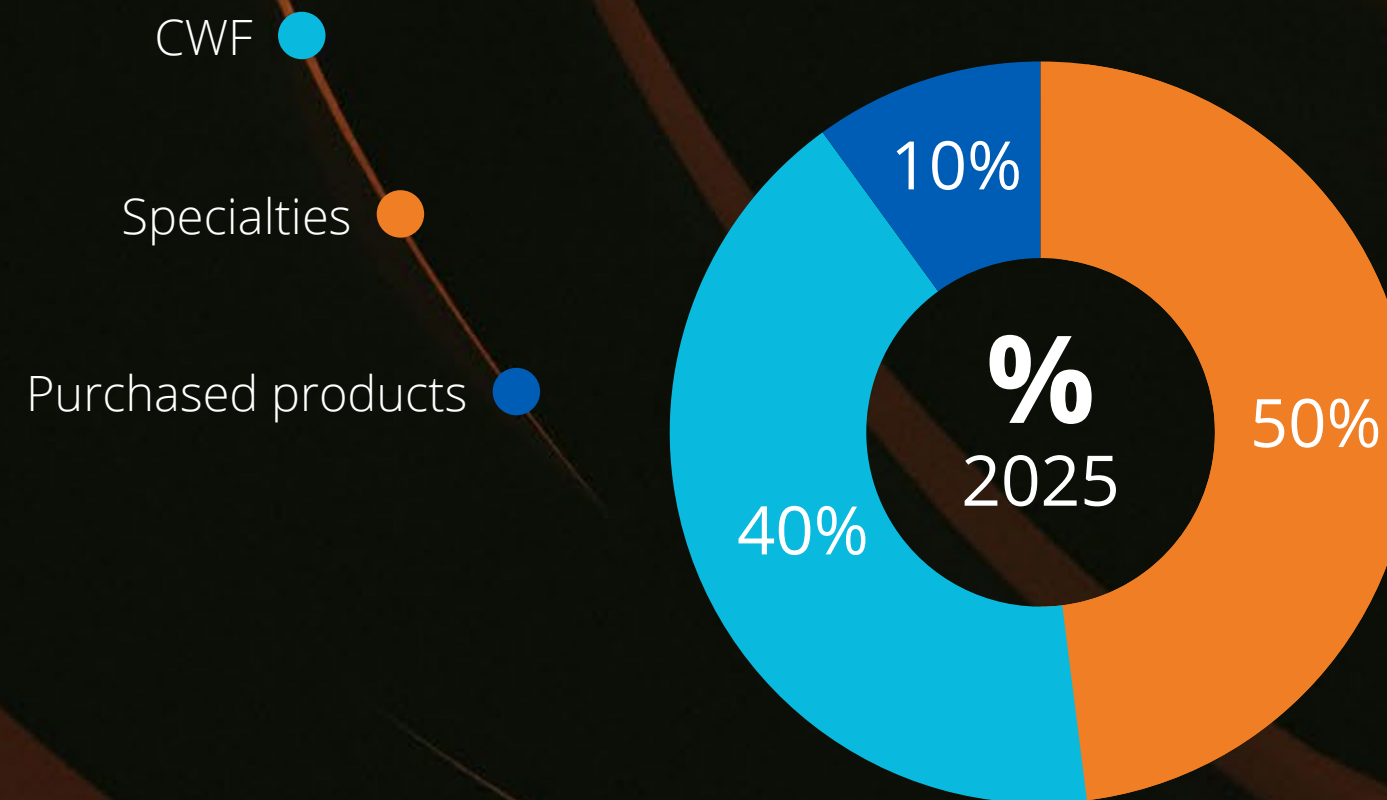
Social

Governance

Annex | Information by Companies

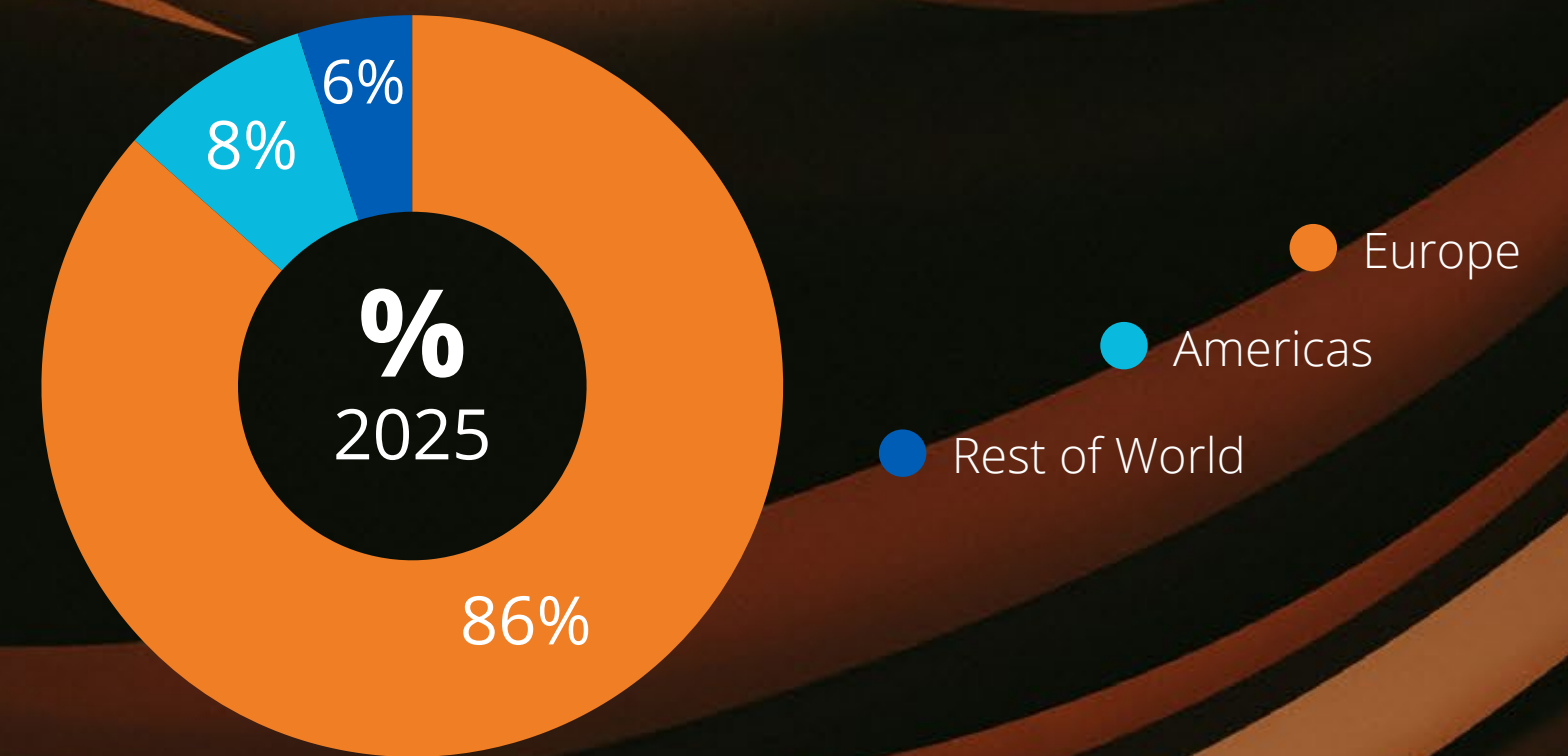
Revenue Breakdown

By product



Revenue Breakdown

By geography



*Number is subject to update after Account Audited.



Introduction to Lecta

Sustainability at Lecta

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

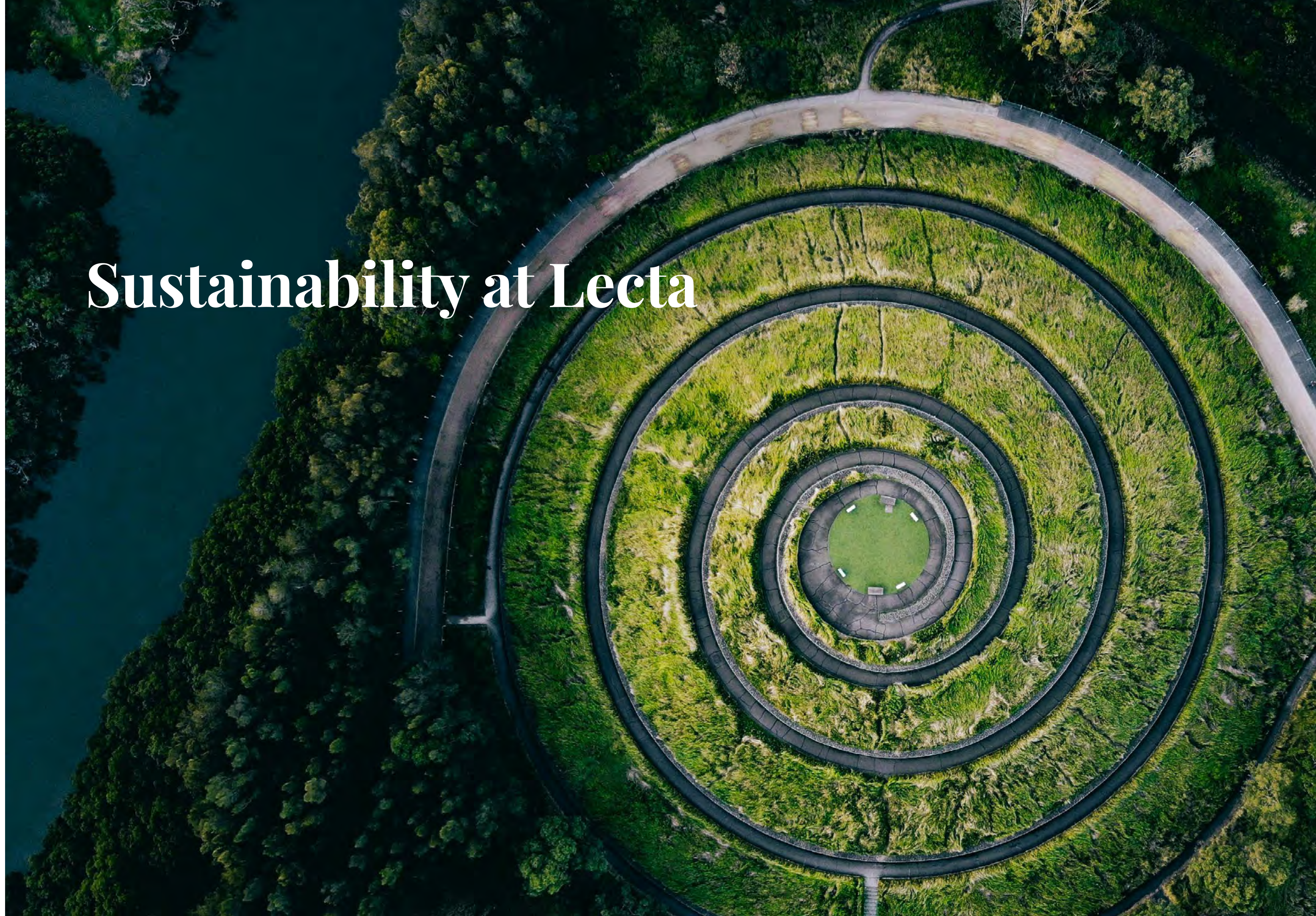
Environment

Social

Governance

Annex | Information by Companies

Sustainability at Lecta





Introduction to Lecta

Sustainability at Lecta

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

Environment

Social

Governance

Annex | Information by Companies

EcoVadis rating

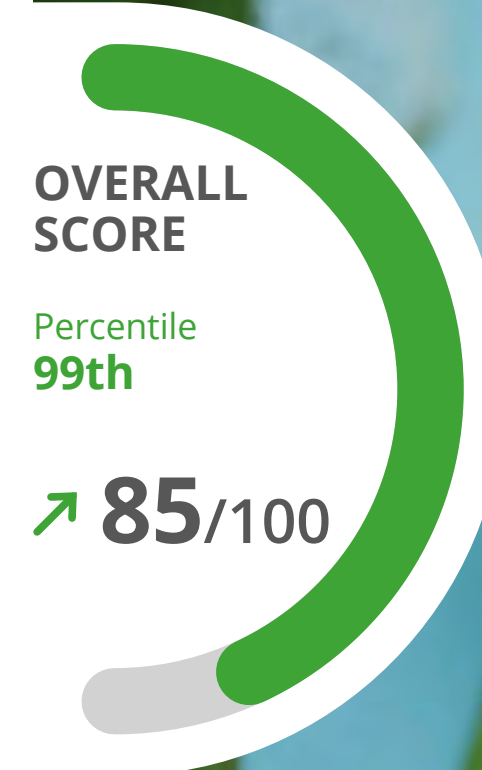
In accordance with the ESG strategy and Lecta's firm commitment to sustainability, in 2025 Lecta was awarded the Platinum Medal in EcoVadis Sustainability Rating for the second year in a row in its third year of assessment and rated at Group level.

This highest recognition is a great achievement, with the Group's overall score of 85 out of 100 placing Lecta among the top 1% of over more than 130.000 companies currently assessed by EcoVadis, and among the very best companies in the Pulp, Paper and Paperboard industry.

This global platform of sustainability assessments has a very rigorous methodology built on international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact, and the ISO 26000. The Sustainability Scorecard illustrates performance across 21 indicators in four areas: Environment, Ethics, Labour and Human Rights, and Sustainable Procurement.

Regarding environmental aspects, Lecta has maintained the high level of excellence achieved in previous EcoVadis assessments and has even improved in key sustainability areas such as the reduction of GHG emissions.

This prestigious award reflects the collective efforts and dedication of Lecta's employees, customers, suppliers, and business partners.





**Introduction to Lecta
Sustainability at Lecta**

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

Environment

Social

Governance

Annex | Information by Companies

Material topics and strategy

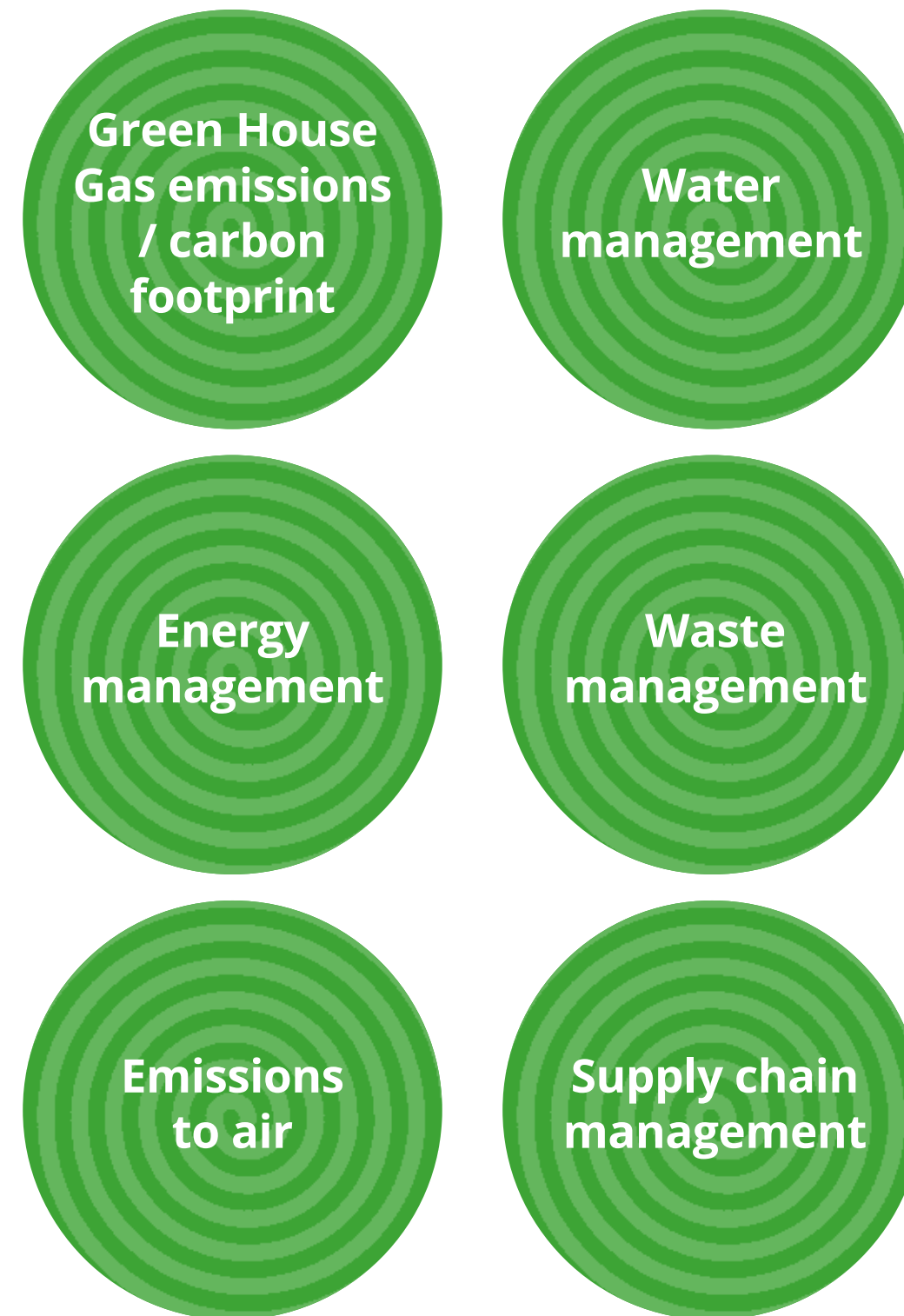
The Group's assessments of material ESG topics complement and support the risk management process focusing on financial risks and opportunities.

In 2022, Lecta conducted a materiality analysis to identify critical aspects for the company's operations. This qualitative analysis aimed to identify and prioritize the most significant ESG issues that could impact Lecta's financial performance, or stakeholders' assessments of its performance, and contribute to decision-making regarding sustainability strategies and reporting.

This assessment was performed through a market and industry analysis and benchmarking process and involved a range of internal stakeholders from different departments and geographies, and it has formed the basis for Lecta's Sustainability Report for the years ended 31 December 2023 and 2024. The material topics identified are included below:

In 2024, Lecta engaged external consultants and performed a full double materiality assessment aligned with CSRD (Corporate Sustainability Reporting Directive) and the ESRS (European Sustainability Reporting Standards). This assessment has considered both impact and financial materiality and has engaged our key external stakeholders, as well as internal experts. The results of this analysis will be reported as required by applicable regulations and will help identify Lecta's key topics and risks to guide the development of our sustainability strategy.

ENVIRONMENT
material topics



SOCIAL
material topics



GOVERNANCE
material topics





Introduction to Lecta

Sustainability at Lecta

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

Environment

Social

Governance

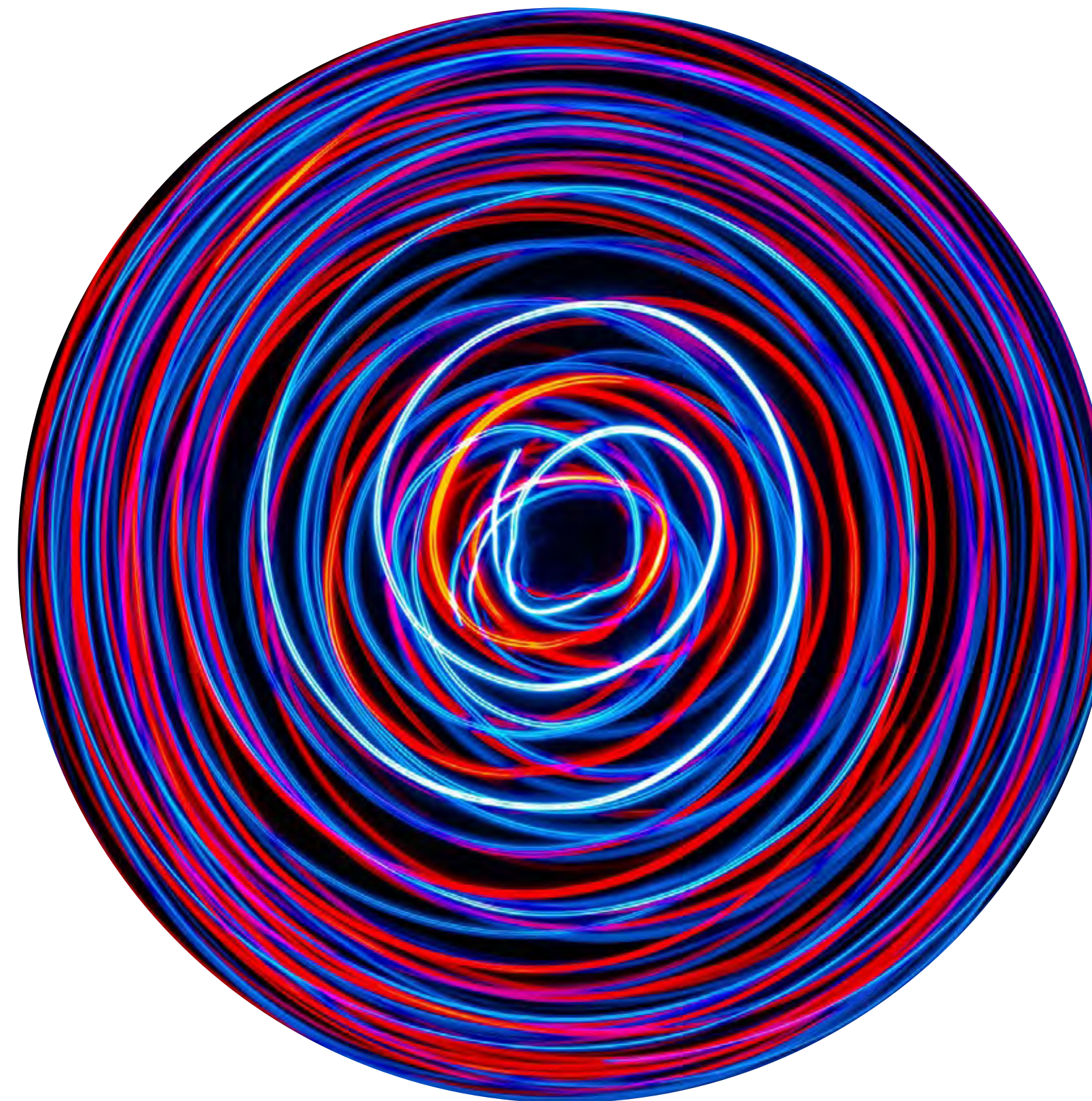
Annex | Information by Companies

Circularity based innovative products ^{1/2}

Lecta, as a leading company in the paper industry, reaffirms its commitment to environmental sustainability and the promotion of the circular economy. We recognize the importance of adopting responsible business practices that contribute to environmental conservation and sustainable development, and this is why we focus our R&D strategy, where feasible, to align with circular economy principles. In this regard, we have integrated circularity into our business strategy, focusing on the development of functional products that promote recycling, reducing environmental impacts by reducing waste.

In the face of a constantly evolving regulatory landscape, Lecta remains proactive in complying with environmental and forestry regulations. Particularly, we are attentive to changes in European legislation, such as the new European Union Deforestation Regulation (EUDR), which will replace the current timber regulation by the end of December 2026. Our company already complies with the current EU Timber Regulation (EUTR), has put the necessary measures in place to comply with the upcoming EUDR, and holds Chain of Custody Certifications, ensuring responsible forest management in our procurement processes.

In addition, Lecta has continued advancing the development of phenol-free papers, and in 2025, its entire Termax range is certified as "BPA Free – No phenols added" by Ineris, following a renewed and rigorous verification process that confirms the absence of all fifteen phenolic compounds identified in the certification scheme. While the main reason for developing phenol free papers was to meet growing market demands, especially in Northern Europe, it has subsequently led to the compliance with phenol free restriction regulations both in the EU and some member states, including the Spanish Law 7/2022 on waste and contaminated soils for a circular economy.



Furthermore, Lecta has a robust policy for responsible purchasing of wood and forest-based products, based on rigorous certification standards and due diligence, as outlined in the Responsible Sourcing section. This policy demonstrates Lecta's commitment to acquiring certified and controlled materials, thereby avoiding associations with organizations engaged in unacceptable practices such as illegal logging or unsustainable trade. Our policy also encompasses principles of human rights, indigenous peoples' rights, biodiversity conservation, and environmental protection.

Lecta's commitment to the environment is evident, which is why we constantly strive to innovate and incorporate sustainability features into our products, such as recyclability, the use of recycled fibers, or the reduction of chemicals.

Proof of this is the fact that during 2025, 98% of Lecta's paper production is recyclable through a standard recycling circuit, while the remaining 2% is recyclable through a special recycling circuit. These values do not account for self-adhesive products, as they are recycled along with the packaging to which they are attached.



Introduction to Lecta

Sustainability at Lecta

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

Environment

Social

Governance

Annex | Information by Companies

Circularity based innovative products ^{2/2}

Among the new products launched during 2025 it is worth highlighting the development of the following products that reassert Lecta's commitment to environmental sustainability and the promotion of the circular economy. The following products are high-quality metallized and thermal papers with a high percentage of recycled fibre. These new products underline Lecta's commitment to the principles of the circular economy, through keeping materials in use for as long as possible, thereby reducing waste generation and optimizing the use of natural resources.

Through these initiatives, Lecta aims to offer products that not only meet industry standards but also take circular economy principles into account in relation to resource efficiency and waste.

In summary, Lecta is committed to promoting the circular economy through product innovation and regulatory compliance, supported by a specific policy for responsible purchasing of wood and forest-based products. The company's approach considers both environmental aspects and economic development.



Creaset GP FP

Besides, Lecta launched Creaset GP FP without added PFAS in September 2025, a one-side coated gloss paper designed for flexible packaging. Developed to respond to rising consumer awareness and stricter regulations, Creaset GP FP combines functional and visual characteristics and is designed for packaging applications that meet high quality requirements. It offers superior grease resistance, flexibility, and printability without PFAS, offering a safer and more responsible packaging option.



GardaRecycled Print

In April 2025, Lecta launched GardaRecycled Print, a new 100% recycled coated paper produced at its Cartiere del Garda mill. Designed for various publishing applications, it offers excellent print quality with a natural shade and high opacity. FSC® C011032 Recycled Credit certified, GardaRecycled Print is available in sheets and reels, ranging from 115 to 170 g/m², and compatible with multiple printing techniques. This launch reinforces Lecta's commitment to sustainability and the circular economy, addressing publishers' growing demand for recycled papers without compromising performance. Manufactured under strict environmental and quality standards, GardaRecycled Print strengthens Lecta's position as a leading, responsible supplier to the publishing and printing sectors. standards, GardaRecycled Print strengthens Lecta's position as a leading, responsible supplier to the publishing and printing sectors.



Adestor partnership with SOPREMA

Adestor by Lecta has reinforced its circular economy ambitions through a new partnership with SOPREMA, advancing the recycling and reuse of glassine paper within the labelling value chain.

Adestor by Lecta, one of Europe's leading producers of self adhesive label materials, has welcomed SOPREMA as the newest partner in its Adestor Collect & Recycle program. The initiative focuses on increasing the recovery of glassine paper, the silicone coated liner used across self adhesive applications. SOPREMA, a global building solutions company operating in more than 120 countries, incorporates recycled materials into high performance insulation solutions and will now integrate reclaimed glassine into products such as cellulose wadding, giving a second life to a material often treated as waste.

By joining the program, SOPREMA adds significant value to Adestor's existing circularity

efforts. The company will collect, transport, and process the glassine paper waste through its patented recycling technology at its facility in Cestas (Gironde, France), transforming the liner into a valuable raw material. Meanwhile, Adestor will ensure the recycling pathway is easy to access for customers while not directly participating in the recycling process. Together, this collaboration offers an efficient alternative to landfill and incineration and supports the creation of new products that remain within a circular loop.

Companies joining Adestor Collect & Recycle benefit from reduced waste volumes, improved compliance with regulations, and strengthened sustainability credentials through transparent, responsible sourcing practices. This partnership underscores Adestor's ongoing commitment to reducing environmental impact, supporting circular economy principles, and enhancing efficiency across the entire labelling industry.



Introduction to Lecta

Sustainability at Lecta

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

Environment

Social

Governance

Annex | Information by Companies

Progress against sustainability targets ^{1/2}

Lecta has set targets and defined key performance indicators (KPIs) for its sustainability work. Progress is regularly monitored at Group level. Consolidated results on the Group's performance are reported annually.

Lecta recognizes the importance of the United Nations Sustainable Development Goals (SDGs) and supports 11 goals out of 17, which have been identified as most relevant where the Group has the largest impact through its operations and products.





Progress against sustainability targets ^{2/2}



Introduction to Lecta

Sustainability at Lecta

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

Environment

Social

Governance

Annex | Information by Companies

2030 Lecta's ESG targets	KPIs	Baseline year	KPI Baseline year	KPI 2024	KPI 2025	KPI Target 2030	SDGs contribution
Greenhouse gas (GHG) emissions	Scope 1 GHG emissions (tCO ₂ e)	2021	728,408	497,984	463,899	Scope 1 + 2 53.1% CO ₂ reduction (SBTi targets)	7.2 7.3 13
	Scope 2 GHG emissions (tCO ₂ e)		169,454	103,296	75,468		
	Scope 1 + 2 GHG emissions (tCO ₂ e)		897,862	601,280	539,367		
	Scope 3 GHG emissions (tCO ₂ e)		2,366,442	1,760,452	1,472,041		
	Total GHG emissions (tCO ₂ e)		3,264,304	2,361,732	2,011,408		
Water consumption	Water recycled	2022	87%	90%	92%	95%	12.2 14.1 15.1
	Water consumption (m ³ / ton of paper)		12.3	13	13,8	10	
Waste	Recovered waste	2022	93.7%	97.1%	93,7%	99%	12.4 12.5 14
	Waste to landfills		5.1%	2%	6,3%	1%	
Pulp and wood certification	Purchased certified pulp	2021	72%	92%	89%	100%	15.2 15.5
	Chain of custody controlled		100%	100%	100%	100%	
Health and safety	LTA (Lost Time Accident)	2021	33	25	19	≤ 12	8.8
	FR (Frequency Rate)		9.1	6.98	5.4	< 3.25	
	SR (Severity Rate)		0.37	0.39	0.28	≤ 0.25	
	Engagement index		No data	0.57%	0.58%	≥ 3%	
Diversity and inclusion	Gender equity	2021	Female 17% Male 83%	Female 20% Male 80%	Female 20% Male 80%	To be defined on sector target	5.5 8.5 10.3
	Gender hiring in professional staff		Female 36% Male 64%	Female 35% Male 65%	Female 28% Male 72%	Female 50% Male 50%	
	Management group equity		Female 19% Male 81%	Female 19% Male 81%	Female 20% Male 80%	Female 30% Male 70%	
Employee development	Training hours / Employee / Year	2021	20	31	34	40 hours	4.4 8.8
	Employees under performance / Year		60	672	679	100% Professional staff	
Business ethics	Target population sign off (Code of ethics, Anti-corruption-bribery policy, Competition policy)	2021	No formal deployment	100%	100%	100% for each policy, starting in 2023	8.7 16.5
Supplier certification	Certified suppliers	2022	90%	92%	93%	> 90%	8.7 12.6 17

Note

In line with its commitment to sustainability transparency, Lecta declares that the ESG KPIs included in this 2025 Sustainability Report have not undergone external assurance. The Company nevertheless confirms the accuracy and objectivity of all reported data for 2025 and previous years.



Introduction to Lecta Sustainability at Lecta

EcoVadis rating	16
Material topics and strategy	17
Circularity based innovative products	18
Progress against sustainability targets	20
Risks	22

Environment

Social

Governance

Annex | Information by Companies

Risks

A pivotal aspect for conducting a double materiality study involves identifying and analyzing impacts (how Lecta's activities affect its surroundings, both positively and negatively), as well as risks and opportunities (how the environment influences Lecta's activities, both positively and negatively, respectively), with regards to ESG. It is for this reason that in 2024, for the performance of the double materiality assessment we have identified Impacts, Risks and Opportunities IROs across the ESRS topics and subtopics.

The results of this analysis will be reported as required by applicable regulations and will help identify Lecta's key topics and risks to guide the development of our sustainability strategy.

In 2025, we've carried out our climate risk assessment with the support of external consultants. This assessment aims to provide relevant information about the potential impacts of climate-related risks and opportunities on our assets and operations, including the possible effects of climate change on selected key suppliers. The resulting report describes the physical and transition risks and opportunities studied, along with the various scenarios and models used in the analysis.

This evaluation enabled us to identify the main climate change-related risks and opportunities, supporting their monitoring and internal control, and advancing relevant disclosures on climate action. The assessment covered 24 Lecta assets located in Europe, comprising 7 mills, 15 warehouses, and 2 data server centers.

In addition, 9 of Lecta's primary suppliers were analyzed to offer further insight into supply chain dynamics.

As part of this analysis, we identified the following climate-related risks as being the most material to our business:



Physical risks	Transition risks
Drought	Increase in the price of GHG emissions
Water stress	Greater obligations and reporting requirements
Wildfire	New mandates and regulations for products and services
Heat stress	Changes in consumer behavior
Changing temperature	Scarcity and increase in the cost of raw materials
Storm	
Flood	



Introduction to Lecta
Sustainability at Lecta

Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

Environment





Introduction to Lecta Sustainability at Lecta Environment

Introduction: Paper as a sustainable story	24
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

Introduction

Paper as a sustainable story ^{1/2}

Lecta recognizes the significance of wood as primary raw material in the production of all our products: barrier, specialty, coated, and non-coated papers. The forests from which wood is harvested, as a natural raw material, play a pivotal role in preserving our environment, as well as upholding economic and social values within our society.

Paper, derived mainly from renewable resources, enables production methods that minimize environmental impact and enable efficient recycling post-use. As an industry, we acknowledge our environmental impact both locally and globally. From the forest to transportation, production, usage, and recycling of paper products, we consider sustainability aspects across the entire value chain.

Legislation, permits, and certifications are imperative in upholding high standards of sustainability and quality throughout our operations. Our primary concern is deforestation, including its impact on conserving biodiversity, wherein certified pulp and wood fiber play a crucial role in adhering to regulations and promoting reforestation efforts.

Moreover, we address environmental challenges such as water and energy consumption. These can be mitigated through initiatives like closed-loop systems for water recycling and optimizing energy consumption using best available technologies.

At Lecta, sustainability is integrated into the company's overall approach. The company addresses environmental considerations through its business practices, investments, and the development of solutions based on natural, recyclable, and renewable raw materials.

Our Quality, Environmental, Energy, and Occupational Health and Safety Policy outline our dedication to these principles within our Integrated Management System.

In this manner, albeit paper production itself is commonly associated with sustainable practices, Lecta endeavours to ensure that the best techniques and procedures available are utilized. With the aim of demonstrating this aspect, it has obtained the certifications listed on the right across its factories:

With the attainment of these certifications, Lecta simultaneously ensures the quality of the products it offers to its clients while demonstrating its commitment to the environment and the social responsibility of its business. In 2025, Lecta announced that its Motril and Condat mills joined the Leitza

and Sant Joan les Fonts mills in achieving the prestigious FSC 22000 Food Safety System certification.

In addition to the certifications attained, Lecta has made additional environmental declarations of compliance with

environmental management systems, including REACH and the EU Timber Regulation, and is a member of Paper Profile, a product environmental datasheet for paper that enables buyers to make well-informed product choices with regards to environmental impacts.

The company addresses environmental considerations through its business practices, investments, and the development of solutions based on natural, recyclable, and renewable raw materials.



For the updated list of our certifications, please visit lecta.com



In 2025, Lecta proactively began aligning its operations with the European Union Deforestation Regulation (EUDR) goals.

Paper as a sustainable story ^{2/2}



Introduction to Lecta Sustainability at Lecta Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

With regards to deforestation prevention, in 2025, Lecta proactively began aligning its operations with the European Union Deforestation Regulation (EUDR) goals, with the help of the 2024-established dedicated task force and has been working with suppliers to carry out the relevant risk assessments.

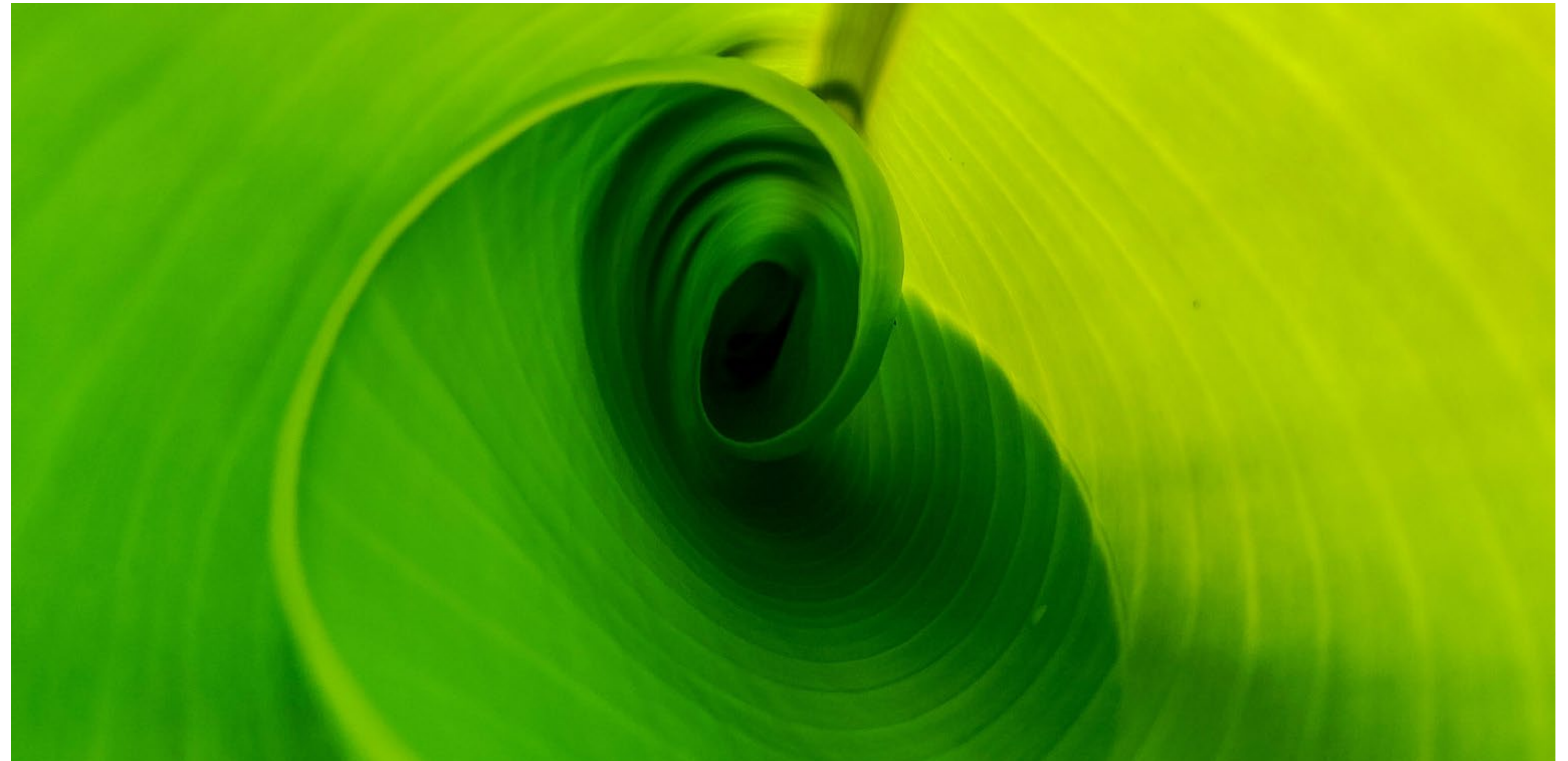
The EU postponed the application of the EUDR until 30 December 2026 and introduced key changes, including limiting Due Diligence Statement submission to the first operator and excluding books, newspapers, and other printed products from the regulation's scope. Lecta is adapting its systems accordingly and has temporarily suspended publishing Reference and Verification Numbers due to limited supplier data, but continues full due diligence verifications for the wood directly processed by the Zaragoza pulp mill, as well as for imports of pulp and paper.

Lecta is committed to applying EUDR requirements by December 2026, reinforcing its commitment to responsibly sourcing our forest-based raw materials.

With regards to climate change mitigation and adaptation, in 2024, our Scope 1, 2 and 3 GHG emissions reduction targets were approved by SBTi and our near-term target ambition for Scope 1 and 2 emissions through 2030 was confirmed to be aligned with SBTi's 1.5°C trajectory.

In 2025, we conducted a comprehensive climate risk assessment for all our mills and key suppliers, in collaboration with external consultants.

This assessment includes the evaluation of physical and transition risks and opportunities across two different scenarios each and integrates these findings into our risk management process.





Lecta has undergone efforts to support ongoing decarbonization actions, as well as implementing several new initiatives during 2024 and 2025.

Greenhouse gas emissions ^{1/2}

Product and organisational carbon footprint



Introduction to Lecta

Sustainability at Lecta

Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

In 2024, for the first time, our Scope 1, 2 and 3 GHG emissions reduction targets were approved by SBTi, with our Near-Term target ambition for Scope 1 and 2 emissions to 2030 determined to be in line with SBTi's 1.5°C trajectory. As part of the SBTi submission and approval process, we have changed the methodology of total GHG emissions calculation from aligning with ISO 14064 to align with the GHG Protocol. This document proposes the division of emissions by scopes, with scope 1 corresponding to direct emissions from the company's activity; scope 2 to emissions from imported energy; and scope 3 to the rest of indirect emissions.

The identification and division of scope 3 source streams have been carried out using this document as a reference, which divides them into 15 subcategories, from which those considered material are chosen according to the company's activity. As a result, we have restated our baseline and 2023 emissions data, in line with a commitment to provide robust and transparent information about our carbon footprint, particularly with regards to our Scope 3 emissions, which have experienced the largest restatement.

This exercise has enabled us to identify the critical importance of our Scope 3 emissions, which made up 73% of our total carbon footprint in 2025, thus representing the greatest impact in terms of GHG emissions. Further, we have identified that the largest percentage of these Scope 3 emissions originate from the downstream processing of sold products (Category 10). For the calculation of the product's carbon footprint, the guidelines and requirements of ISO 14067:2019 have been followed.

As a result of the SBTi approval process and restatement, we have updated our emissions reductions targets accordingly, establishing SBTi approved targets to reduce our Scope 1 and 2 emissions by 53.1% by 2030, and our Scope 3 emissions by 25% by 2030.

Building upon the carbon footprint calculation, Lecta has developed an investment plan to reach these ambitious decarbonization and energy efficiency targets. Key initiatives include transitioning from fossil fuel energy to renewable sources, upgrading to efficient steam turbines, enhancing energy efficiency across production lines, and optimizing transportation logistics for incoming goods intercompany semi-finished and finished products to warehouses and customers.





Lecta has undergone efforts to support ongoing decarbonization actions, as well as implementing several new initiatives during 2024 and 2025.

Greenhouse gas emissions ^{2/2}



Introduction to Lecta

Sustainability at Lecta

Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

To align with our commitment to achieve the aforementioned validated GHG emissions reduction's targets, Lecta has undergone efforts to support ongoing decarbonization actions, as well as implementing several new initiatives during 2024 and 2025. As part of our decarbonization plan, among all our mills, several energy efficiency improvement initiatives to reduce our annual GHG emissions have already been designed in 2022. In 2024 and 2025 we have been continuing to approve Capex for some of the most beneficial initiatives in term of GHG emissions reduction impact but also from an economic standpoint

This document includes information that may be considered forward-looking in nature concerning Lecta. It refers to anticipated strategies, aims, assumptions, or forecasts related to future economic circumstances, including energy prices or similar variables. Such statements should not be seen as assurances of future outcomes, as they involve substantial risks, uncertainties, and potential developments that could fall outside Lecta's influence or be challenging to foresee. Thus, Lecta cannot make any assurance or promise that actual results may not differ substantially from these strategies, aims, assumptions, targets or forecasts.

TARGETS
2030

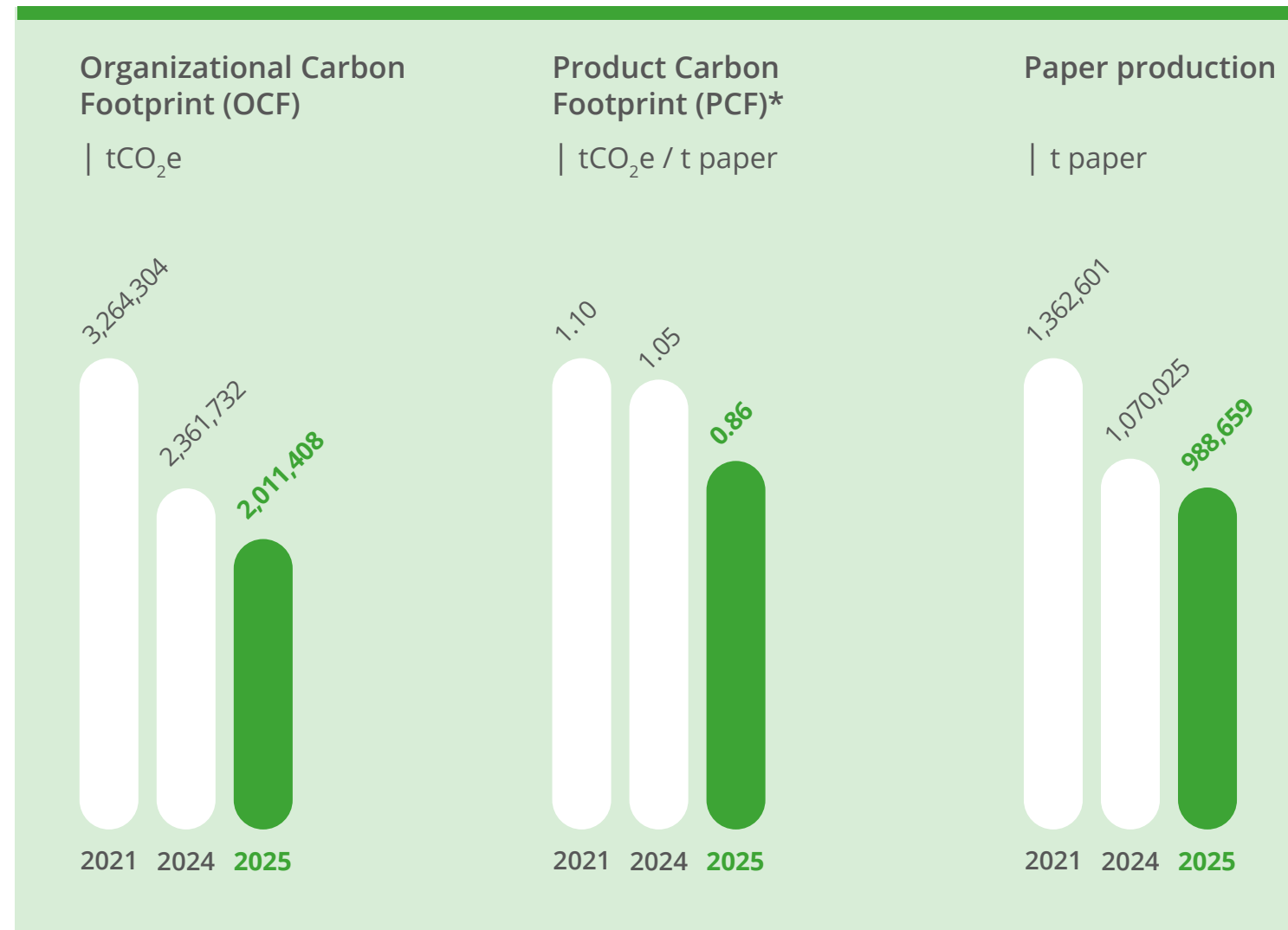
Carbon footprint reduction
 Baseline 2021

Scope 1 + 2
 reduction by
53%

Scope 3
 reduction by
25%

Total
 reduction by
33%

SDGs contribution



*Scope 3 emissions categories calculated by Lecta are Category 1 Purchased goods and services, Category 2 Capital goods, Category 3 Fuel- and energy-related Activities, Category 4 Upstream transportation and distribution, Category 5 Waste generated in operations, Category 6 Business travel, Category 7 Employee commuting, Category 8 Upstream leased assets, Category 9 Downstream transportation and distribution, Category 10 Processing of sold products, Category 12 End-of-life treatment of sold products and Category 13 Downstream leased assets. Other categories included in the GHG Protocol do not apply to Lecta.

Our overall GHG emissions follow the decreasing trend in 2025 with respect to baseline. Our 2025 Organizational Carbon Footprint (Scope 1 + Scope 2 + Scope 3) reflected a 38,38% decrease against the 2021 baseline year. Our product Carbon Footprint (Scope 1 + Scope 2 + Scope 3) also decreased from 1,10 in 2021 to 0,86 in 2025.

Greenhouse gas emissions	2021 (Baseline)	2024	2025
Scope 1 (tCO ₂ e)	728,408	497,984	463,899
Scope 2 (tCO ₂ e)	169,454	103,296	75,468
Scope 1+2 (tCO ₂ e)	897,862	601,280	539,367
Scope 3 (tCO ₂ e)**	2,366,442	1,760,452	1,472,041
Total	3,264,304	2,361,732	2,011,408



Introduction to Lecta
Sustainability at Lecta
Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

Energy management ^{1/2}

Lecta recognizes the integral connection between energy consumption, climate protection, and cost savings within the pulp and paper industry. At Lecta, we diligently monitor and plan our energy usage across all facets of our operations.

We are steadfast in our commitment to increasing the consumption of renewable or carbon-free energy sources, aiming for a 50% increase by 2030 of our factories. In 2025, renewable energy accounted for 25.2% of the total energy consumption across our operations, reflecting progress in decarbonizing our production processes. Specifically, we have achieved around 4% renewable energy usage at our plants in Motril, Sant Joan les Fonts, Leitza, and Almazán, and about 63% at our Condat mill and around 17% at Cartiere del Garda facilities.

At the Zaragoza mill, renewable electricity, including self-consumption, makes up 57% of the factory's total electricity demand. These advancements reflect our commitment to reducing our carbon footprint through decarbonization of our production processes.

At the Leitza plant, cogeneration has been paused, leading to a significant reduction in natural gas consumption and CO₂ emissions by shifting steam generation primarily to boilers instead of turbines. This change aligns with the ongoing decarbonization strategy, which plans to replace current systems with biomass cogeneration in the future.



Energy efficiency measures at our mills

Crystallization Plant at Zaragoza

In June 2025, a new crystallization plant began operating at the Zaragoza mill to treat ash from the recovery boilers' black liquor. The goal is to significantly reduce chloride and potassium levels, which cause buildup inside the boilers. High levels of these minerals lead to more frequent and intensive steam cleaning to keep the boilers running smoothly. By lowering these levels, the plant reduces steam use, improves black liquor combustion efficiency, and extends the time between boiler cleanings.

During the initial months of operation, expected results were achieved: chloride levels dropped from 14% to 5%, leading to a roughly 50% reduction in steam blowing consumption. This saved steam is now redirected to paper and pulp production processes, reducing the use of fossil fuels (natural gas) and consequently lowering CO₂ emissions.

This project demonstrates our efforts to reduce environmental impacts. The only remaining evaluation is to confirm its medium-term impact on boiler fouling.



Introduction to Lecta
Sustainability at Lecta
Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

Energy management ^{2/2}

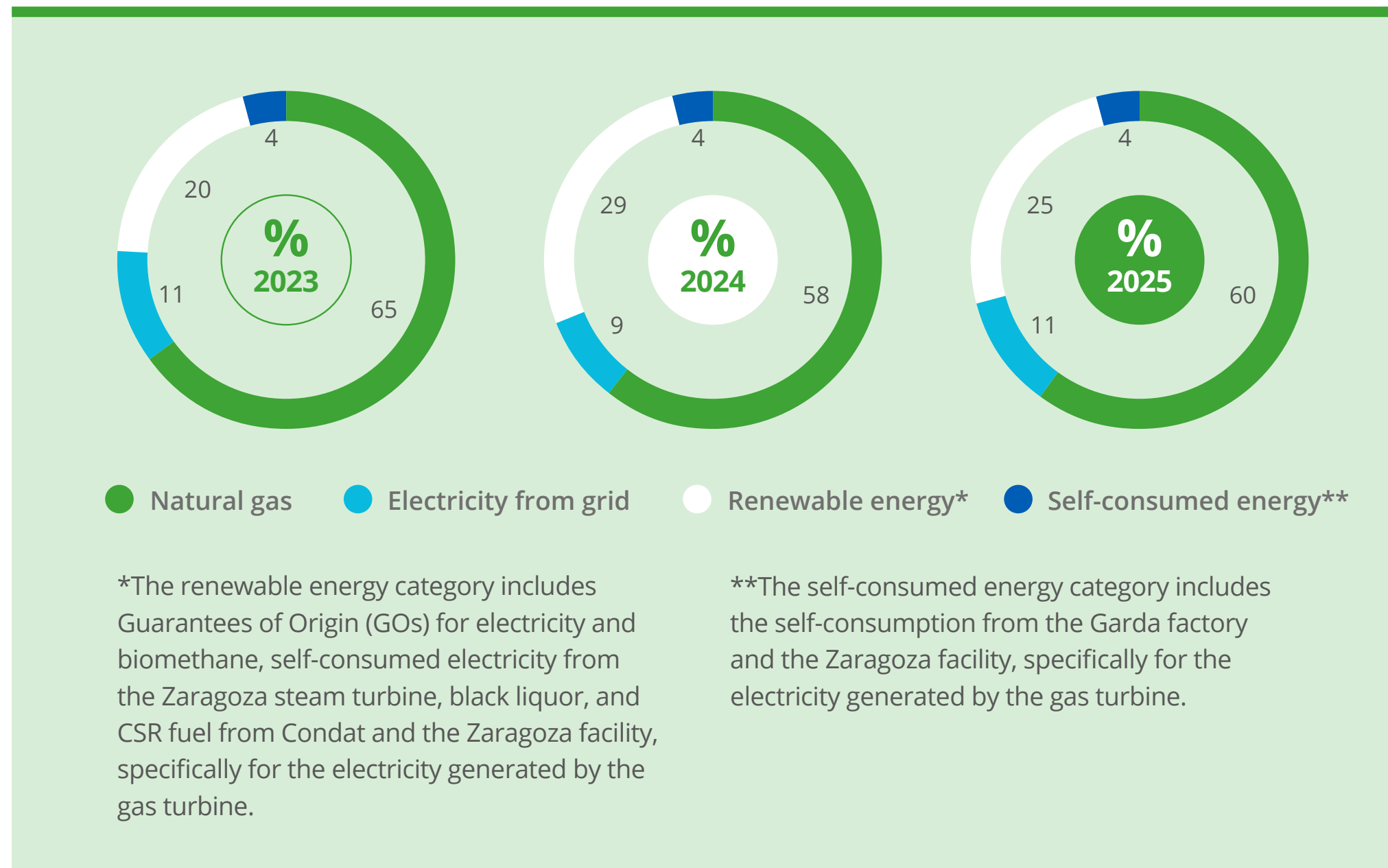
Due to a lack of investment capacity, Lecta's new energy saving initiatives in 2025 were limited. Nevertheless, the company has maintained focus on general upkeep across all its factories.

This includes ongoing measures to improve efficiency, reducing consumption and emissions, and optimizing operations through the use of variable speed drives, regulators, and steam traps.

Additionally, Lecta is actively managing the CAEs system, having contracts established with several partners and expecting monetary benefits to be received in 2026.



Below is shown the energy mix of Lecta, including the % of renewable energy:



In 2024, Lecta partnered with Naturgy to introduce biomethane, a renewable gas made from organic waste, at its Leitza and Zaragoza mills. This renewable gas, certified with Guarantees of Origin, helps reduce CO₂ emissions compared to traditional natural gas.

In 2025, about 30% of Lecta's electricity consumption is covered by renewable GOs, with the rest purchased from the grid. Lecta also conducted a pilot using 4,005 MWh of biomethane to validate emission reductions through audits. This initiative, a first with Naturgy, supports Lecta's 2030 sustainability goals.



Introduction to Lecta
Sustainability at Lecta

Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies



Emissions to air

The legal compliance of all legal limits applicable is a must for Lecta, as demonstrated by the EMAS registration which is annually subjected to verification.

In addition to carbon dioxide (CO₂) emissions, Lecta monitors other atmospheric emissions, including nitrogen oxides (NO_x).

For our pulp production mill, the major air treatment methods are electrostatic precipitators including bag filters for the lime kiln, wet gas scrubbers and absorption tower. In the Paper production mills we use natural gas and/or natural gas cogeneration boilers and for metallized paper production a scrubber is additionally used, burning the organic volatiles. The legal compliance of all legal limits applicable is a must for Lecta, as demonstrated by the EMAS registration which is annually subjected to verification. Continuous and punctual monitoring of air emissions is done in the mills to guarantee compliance. The mills are also periodically monitored by the local authorities, according to local, national, and European laws. We are working in a proactive approach to comply with any new regulation and have during the last years invested in additional upgrades of our equipment based on related changes.



Introduction to Lecta Sustainability at Lecta Environment

- Introduction: 24
- Paper as a sustainable story
- Greenhouse gas emissions 26
 - Product and organisational carbon footprint 26
- Energy management 28
- Emissions to air 30
- Water management 31
- Waste management 32
- Value chain management 33
 - Production process overview 33
 - Wood pulp and fiber purchase 34
 - Packaging 35
 - Transport 36

Social Governance Annex | Information by Companies

Water management

Water is a crucial resource in the pulp and paper industry, necessary for both pulp production and the paper forming process.

Furthermore, as evidenced by our climate-risk analysis detailed in the ESG risks chapter, some locations of Lecta's factories are prone to experiencing periods of drought.

These were observed throughout 2023 and early 2024, particularly in some of our mill locations in Spain, with some projections indicating even greater challenges in the coming years as a result of climate change and associated extreme weather events.

Consequently, managing water consumption responsibly and proactively is pivotal to ensuring the efficiency of Lecta's production process and to prevent or mitigate actual and potential future risks.

Our mills employ high rates of water recycling, with discharged amounts nearly matching intake levels. Variations occur due to weather conditions, such as rainfall, and other factors like water evaporation in our production processes, which depend on the type of paper produced. Since Lecta is primarily a user rather than a consumer of water, the quality of water discharged back into rivers, lakes, and seas is paramount.

Rigorous chemical-physical and biological treatment of wastewater from our processes is conducted before it is discharged.

As well as complying with legal limits, ongoing efforts are focused on further minimizing environmental impact, particularly to control any eutrophication of water bodies that we discharge water to.

As such, we continuously measure against targets related to parameters like Chemical Oxygen Demand (COD) and total nitrogen discharged.

Our mills also implement closed water systems for repetitive water usage. Lecta remains committed to anticipating and carefully managing water usage and consumption through enhanced efficiency and other water management strategies.

Our mills employ high rates of water recycling, with discharged amounts nearly matching intake levels.



TARGETS 2030 | **Water consumption** Baseline 2022

Water recycled Increase to **95%** | Water consumption Decrease to **10 m³/ton paper**

	2022 (Baseline)	2024	2025	SDGs contribution
Water recycled	87%	90%	92%	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND
Water consumed m³/ton of paper	12.3	13	13.8	

The indicators demonstrate that in 2025, we made positive progress against our water recycled targets for 2030. There was an increase in recycled water of 2 pp. On the other hand, water consumption increased by 0.8 m³/ton of paper produced. This is due to frequent production halts in some factories, which reduced the tons of paper produced and caused greater water consumption for cleaning.



Introduction to Lecta
Sustainability at Lecta
Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

Waste management

Management of process waste is performed in collaboration with trusted partners, to ensure sustainable disposal as well as maximizing possibilities of reuse.

Most of Lecta's waste is specific to pulp and paper manufacturing and as such is included in the European list of waste with a non-hazardous characterization. This includes sludge from wastewater treatment.

Since waste management is a highly regulated area, and permits are required for handling waste, it is critical to have solid and trustworthy suppliers that can support Lecta in meeting the ambitions set out in the sustainability strategy.

TARGETS 2030	Waste Baseline 2022	Recovered waste Increase to 99%	Waste to landfills Decrease to 1%
---------------------	-------------------------------	---	---

	2022 (Baseline)	2024	2025	SDGs contribution
Recovered waste	93.7%	97.1%	93.7%	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 14 LIFE BELOW WATER
Waste to landfills	5.1%	2.0%	6.3%	

The waste sent to landfills increased to 6.3 pp in 2025, which in turn led to a decrease in recovered waste. This change is mainly due to the fact that the RDF boiler in Condat operated for the entire year in 2025. While the boiler helps reduce fossil fuel use, and therefore CO₂ emissions, it also generates ash, which must be sent to landfill. Nevertheless, the RDF boiler still provides a clear net benefit: the 47,487 tons of waste used as fuel in 2025 would otherwise have gone directly to landfill, whereas the

resulting ash sent to landfill is only 4,557 tons (less than 10% of that amount). As a result, even though ash disposal slightly increases landfill figures, the overall trend remains downward because the boiler significantly reduces the total volume of waste that would otherwise be landfilled.

RiVending Project Cartiere del Garda mill



Starting in October, Cartiere del Garda mill has joined the RiVending project, an initiative focused on collecting and recycling plastic cups and stirrers from vending machines.

Developed by COREPLA (the Italian Consortium for the Collection and Recycling of Plastic Packaging) in collaboration with CONFIDA (Italian Automatic Distribution Association) and UNIONPLAST, RiVending promotes sustainability by reducing plastic waste and supporting a circular economy. Special containers next to vending machines collect these plastics, which are then recycled into new products.

This initiative helps lower environmental impact, fosters corporate social responsibility, and encourages Cartiere del Garda employees to participate by properly disposing of plastics and promoting awareness.



The company prioritized the optimization of resource management, particularly focusing on water and energy.

Value chain management ^{1/4}

Production process overview

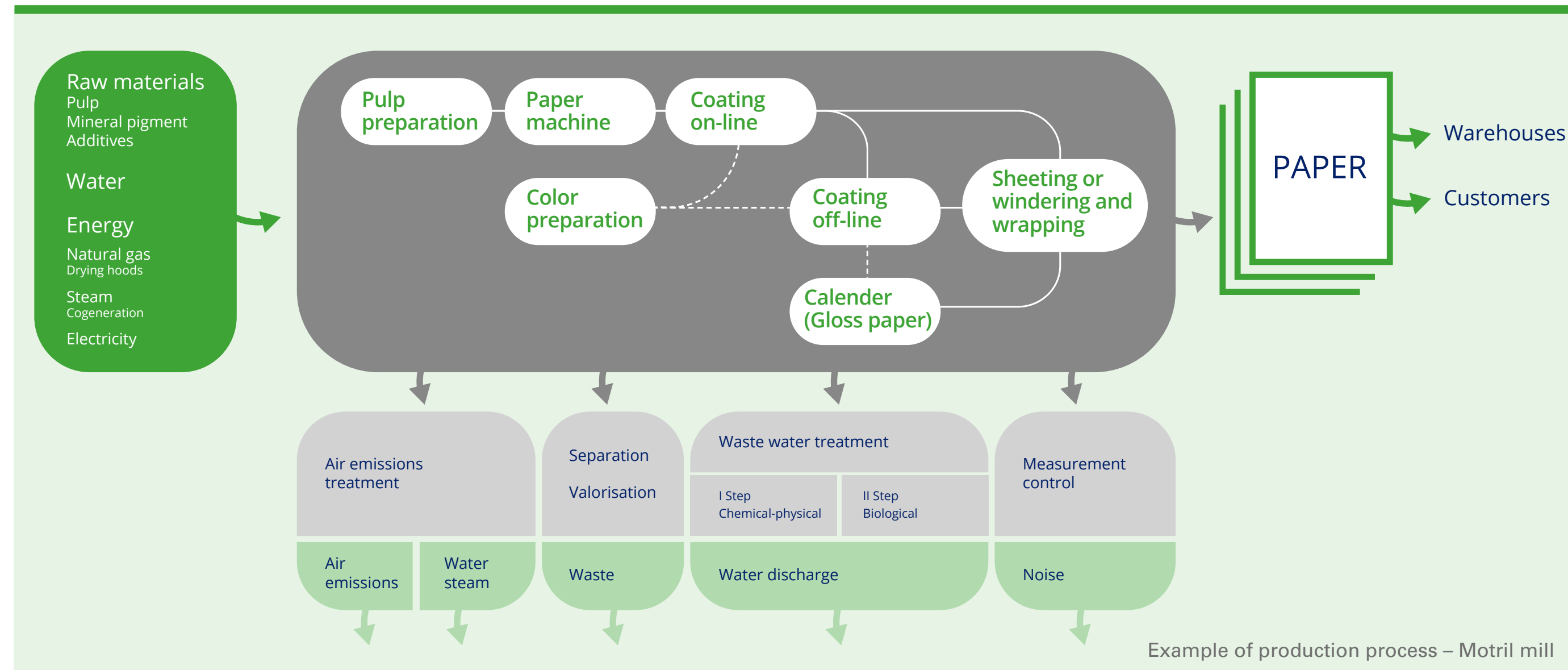


Introduction to Lecta

Sustainability at Lecta

Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36



Social

Governance

Annex | Information by Companies

Lecta operates seven distinct production sites, encompassing a pulp and paper integrated production mill, two facilities dedicated to specialty paper conversion, and others focused on manufacturing various products including coated, uncoated, and functional papers.

The production process initiates with the blending of raw materials such as pulp, mineral pigment, and additives, along with water. The composition of the mixture varies according to the desired paper type. Subsequently, the pulp mixture undergoes processing in the paper machine, where it is evenly dispersed onto a continuous, permeable plastic cloth.

In the wire section, water is drained off as the sheet of paper begins to form. The process can be succinctly outlined in four main stages: preparation, dewatering, pressing, and drying. Following these, a fifth stage, known as completion, may entail additional processes like smoothing, coating, roll cutting, sheeting, and packaging. At specialty paper production sites, input materials include paper reels and films instead of pulp.

The final products are delivered in the form of sheets or reels, packaged for distribution and storage in Lecta's own warehouses or thirdparty facilities. Alternatively, products can be directly shipped to customers.

Despite encountering production challenges resulting in a notable reduction compared to previous years, Lecta remained steadfast in its commitment to environmental sustainability. The company prioritized the optimization of resource management, particularly focusing on water and energy, integral to Lecta's production processes.



Value chain management ^{2/4}



Introduction to Lecta Sustainability at Lecta

Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

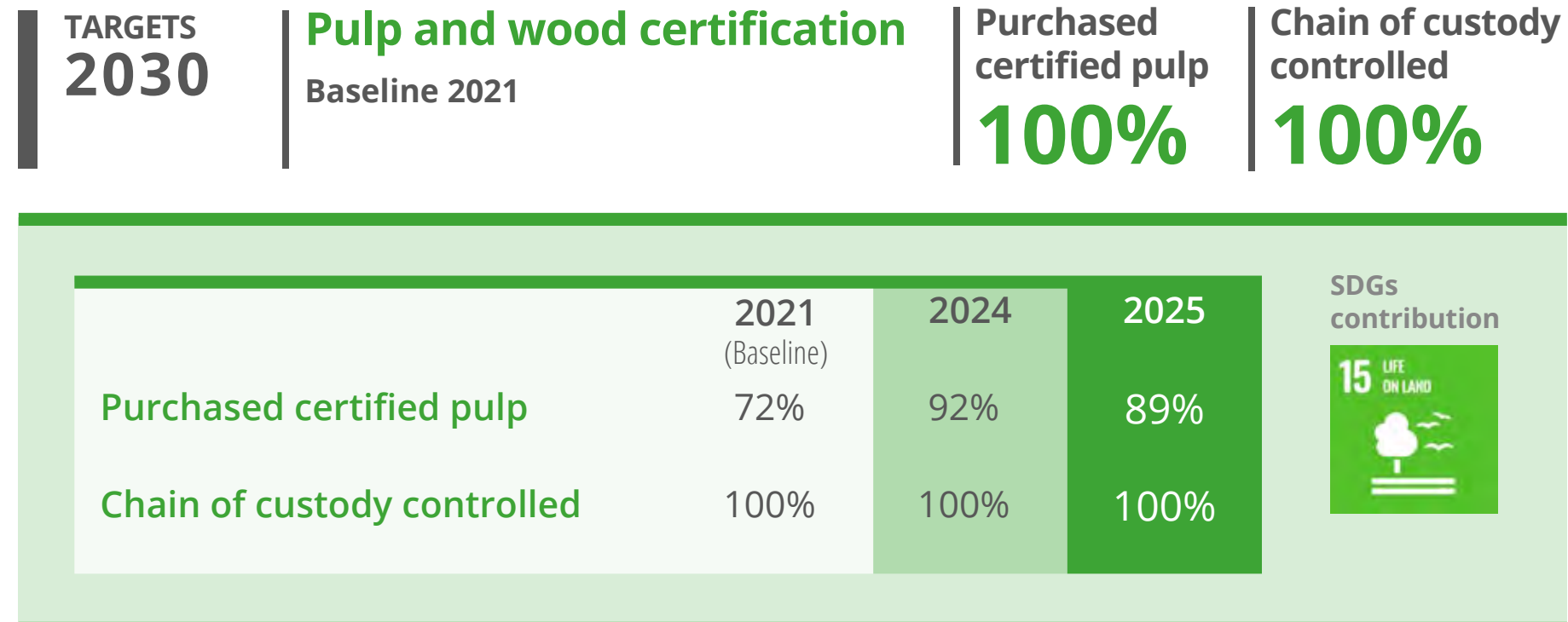
Wood pulp and fiber purchase

When paper is produced from wood fibers sourced from responsibly managed forests, it is considered a renewable material. Responsible plantations and harvested operations act as carbon sinks, sequestering CO₂ from the atmosphere and mitigating climate change.

Lecta acknowledges that wood, the basic resource with which our specialty, coated and uncoated products are produced, is a natural raw material that, at the same time, is critical for preserving our environment as well as the economic and social values in our society.

Since the purchasing of wood pulp and fiber is crucial to Lecta's activities, firm performance standards have been established to ensure its purchase is carried out in alignment with our sustainability targets, and in keeping with corporate interests and criteria, our Code of Ethics, and the Integrated Management System Policy. We have been approaching our 2030 goal of reaching 100% certified pulp and 100% chain of custody controlled. In 2025, we saw a slight setback of 3 pp % in certified pulp, caused by a lower availability in the market.

In Lecta's Responsible Purchasing Policy for Wood and forest-based products, we commit to purchase controlled and certified wood fiber to preserve the environment and the economic resources for families and local communities.



Lecta's policies are compulsory for all Lecta's activity centers. This requirement spans across all activity centers involved in the assessment, approval, negotiation, and contracting of goods, products, and services, ensuring strict adherence to sustainability principles.

A robust PEFC (Program for the Endorsement of Forest Certification) and FSC® (Forest Stewardship Council®) C011032 Chain of Custody system is implemented, guaranteeing traceable and responsible sourcing of wood and wood fiber. This system helps protect biodiversity and addresses the social aspects of sustainable forestry. By carefully checking that raw materials are not from illegally cleared or damaged areas, following EU Regulation 2023/1115, efforts are made to protect valuable forests and respect the rights of local communities.

In our ongoing commitment to sustainability and transparency in the supply chain, Lecta has prepared for the full implementation of the European Union Deforestation Regulation (EUDR) by the end of December 2026. This initiative reflects our dedication to ensuring that our products do not contribute to deforestation.

Lecta operates as an operator, intermediary operator, trader, and exporter under EUDR. The implementation process involves a collaborative effort between our technical, IT, and marketing departments, and we have established a dedicated task force since 2024, as well as starting to work with our suppliers to carry out the relevant risk assessments. We have implemented internal protocols and engaged with stakeholders like the Confederation of European Paper Industries (CEPI) and have conducted tests on the EU Traces platform and assessed API (Application Programming Interface) integration with our systems.

We are committed to applying EUDR requirements by December 2026, reinforcing our commitment to responsibly sourcing our forest-based raw materials.

Moreover, we continue to uphold our commitment to distance ourselves from any practices associated with illegal logging, human rights violations, forest conversion or degradation, or non-compliance with labour rights as per the International Labor Organization (ILO) standards. These actions go beyond legal compliance, reflecting a comprehensive commitment to sustainability that balances environmental stewardship, social responsibility, and economic viability. The ultimate aim is to preserve the health and vitality of the world's forests, contributing to a more sustainable future for all.





Introduction to Lecta
Sustainability at Lecta
Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

Value chain management ^{3/4}

Packaging

Since paper is a delicate product based on natural resources, it is sensitive to moisture, light and temperature. The final packaging before distribution to the customer is therefore critical for maintaining high quality and securing minimum damage during delivery.

Lecta is continuing its commitment to environmental sustainability by persisting with its ongoing initiatives aimed at reducing the utilization of shrink wraps across its operations.

This effort forms part of a broader plan to incorporate a higher share of recycled components into packaging materials, in line with global sustainability trends and consumer demand for more sustainable solutions. Lecta aims to achieve a dual objective: reducing its environmental impact by decreasing reliance on single-use plastics and other non-renewable resources, while simultaneously supporting a circular economy through the adoption of more recycled materials.

Since 2020, a polyethylene-free soft-wrap paper has been implemented for the Adestor self-adhesive products, offering full recyclability while minimizing environmental impact and waste management costs. The company is committed to continuous progress, adapting to societal needs, and taking packaging reduction and recycling seriously, in compliance with both current and upcoming European legal frameworks.

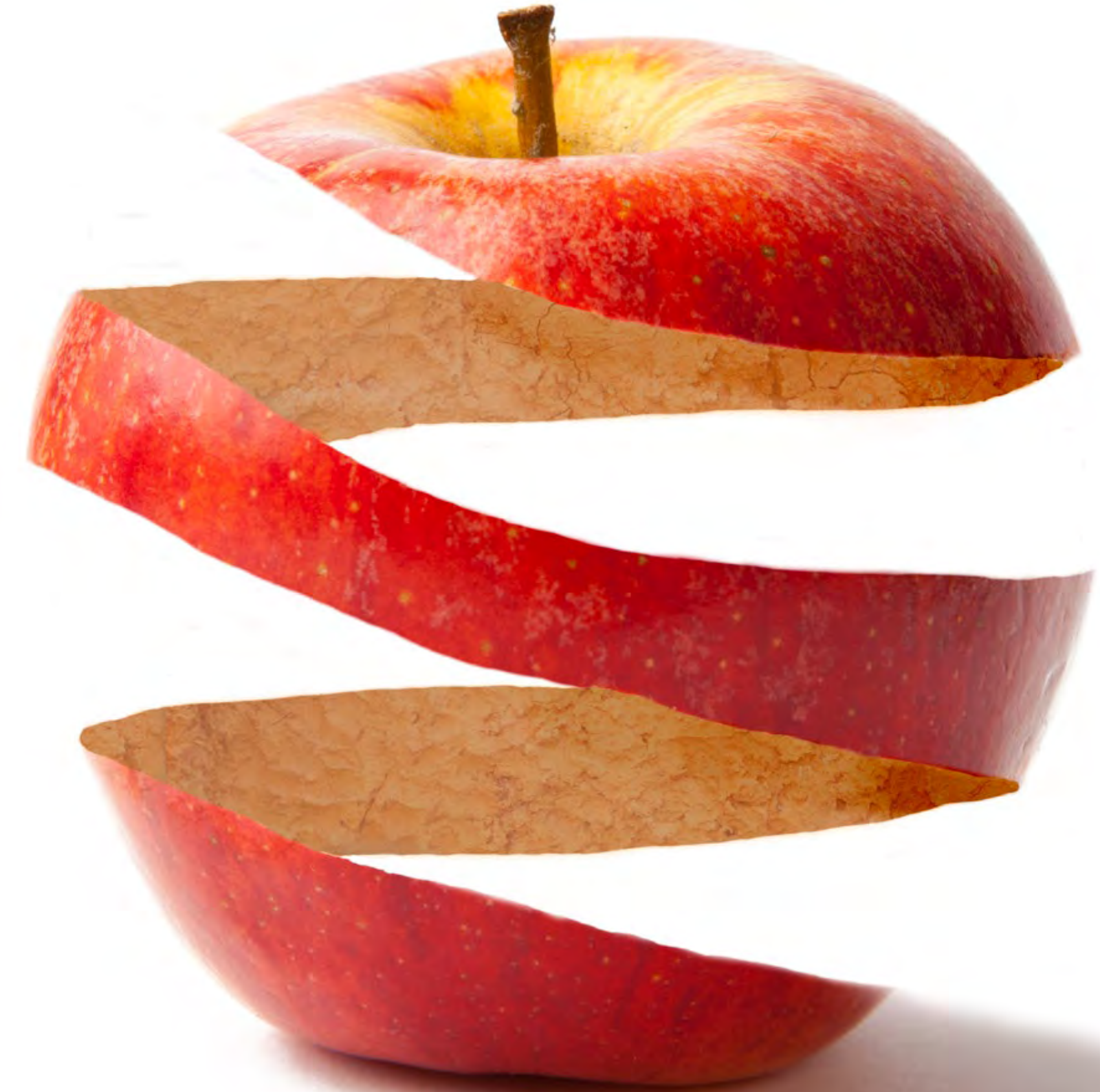
Beyond shrink wrap, Lecta relies on other standard packaging elements such as wooden pallets, plastic wrapping, and cardboard. Of these components, the cardboard is fully recycled.

Lecta complies with European recycling regulations by outsourcing the management of packaging waste to a specialized company responsible for recycling materials delivered to customers. Lecta's packaging recycling management is carried out through the ongoing "Cartón Circular" initiative, in collaboration with ASPAPEL.

In this way, Lecta adheres to an Extended Producer Responsibility (SCRAP, per its Spanish acronym) system and pays a fee based on the tons of packaging produced.

Targets have been established for Spain to comply with Real Decreto 1055/2022 of December 27, of packaging and packaging waste, which is transferred to consumers. Based on this, an internal working group was launched in 2024 to focus on packaging reduction. This group produces regular monitoring reports and operates according to a packaging minimization plan.

Lecta complies with European recycling regulations by outsourcing the management of packaging waste to a specialized company.





Value chain management ^{4/4}



Introduction to Lecta Sustainability at Lecta Environment

Introduction:	24
Paper as a sustainable story	
Greenhouse gas emissions	26
Product and organisational carbon footprint	26
Energy management	28
Emissions to air	30
Water management	31
Waste management	32
Value chain management	33
Production process overview	33
Wood pulp and fiber purchase	34
Packaging	35
Transport	36

Social

Governance

Annex | Information by Companies

Transport

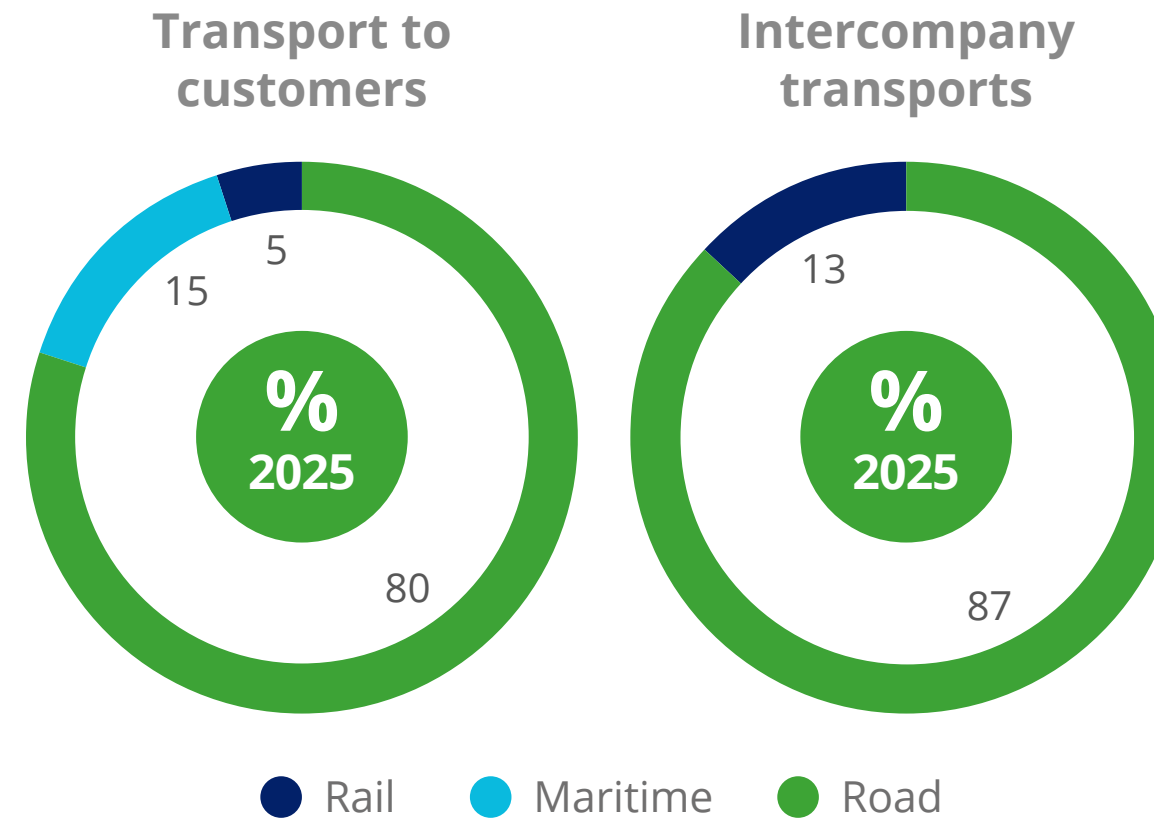
Inbound and outbound transportation encompass, respectively, the processes of supplying incoming raw materials, including inter-company supplies within Lecta (such as Pulp and Base Paper for conversion), and delivery of finished goods to customers, including storage in our own distribution warehouses before final delivery. Additionally, it involves site reconstruction when necessary.

The proximity of Lecta's sites to bigger cities where our major customers are located represents both a challenge, since many places are only accessible by road, and an opportunity for quick response to customer's needs. Strong customer relations are an essential part of our commitment, that must be managed alongside our focus on sustainable distribution, considering fluctuations in the volume of goods sold.

As such, in 2025, road transport remained the primary mode of transportation for both types of shipments. Within this mode of transport, Lecta strategically aimed to avoid dead freight as much as possible, optimize routes and increase the use of intermodal transport.

This strategic shift reflects efforts to enhance efficiency and reduce environmental impact. Furthermore, during 2025, a relevant regulatory development, Order PJC/780/2025 was enforced in Spain. This authorizes road freight transport with a maximum of up to 44 tons, which is expected to generate a positive environmental impact, since higher load limits enable better consolidation, reducing the number of trips required and hence, lowering emissions per ton transported.

The warehouse in Crailsheim, Germany, supports delivery performance across key French, German and Belgian markets by shortening transit routes and strengthening service reliability.



Part of the strategy involved collaborating with local providers near our factory locations to minimize overall kilometers travelled and therefore help to reduce our Scope 3 carbon footprint. Specific efforts were tailored to each region.

During 2025, our logistical network in Central Europe continued to benefit from the warehouse in Crailsheim, Germany, which supports delivery performance across key French, German and Belgian markets by shortening transit routes and strengthening service reliability. For UK deliveries, we reduced the use of short sea shipping due to underwhelming results. Multimodal deliveries, however, maintain in use to mitigate the adverse effects of traffic-related issues on costs and emissions. In Spain, Transportation Management Systems (TMS) are employed to address challenges related to fluctuating tariffs and other logistical issues.

Lecta is a member of associations of large shippers, such as Transprime where it advocates for government authorization of some initiatives, such as those linked to larger load limits for land transport, to help reduce Scope 3 carbon emissions from distribution.

CASE STUDIES

Intermodal transport trials: Emissions reductions



Élancourt warehouse, France

In September 2024, we initiated intermodal transportation trials from our Sant Joan les Fonts mill to our warehouse in Élancourt, Paris. Throughout 2025, we successfully transported a total of 9.740 tons, of which 2.518 tons were transported intermodally. By integrating intermodal transport, we achieved significant environmental benefits, reducing Greenhouse Gas emissions by 48.745 CO₂e. This initiative underscores our commitment to minimising our carbon footprint through the optimization of logistics.

Despite ongoing global disruptions affecting key maritime routes since 2024, particularly in the Red Sea and the Suez Canal region, which have resulted in increased transit times, higher transportation costs and greater supply

chain volatility, Lecta has maintained a high level of service for its customers. Recent geopolitical tensions in the Middle East, including the conflict involving Iran, continue to affect shipping activity in strategic corridors such as the Strait of Hormuz and contribute to ongoing disruption in the Suez Canal trade route. The Group continues to rely on robust business continuity and risk mitigation plans, developed in close coordination with logistics and transportation partners, to minimize potential impacts on operations. In addition, Lecta maintains a diversified logistics strategy by working with at least two transportation service providers in each country where it operates, helping to safeguard product distribution even under challenging geopolitical and market conditions.

Towards clean transportation in Italy

In 2024, we reached an agreement to launch a sustainable transport initiative in collaboration with Arcese Trasporti in 2025. During 2025, 76,105 litres of Hydrotreated Vegetable Oil (HVO) biodiesel were purchased, avoiding emissions of 187,537 kg CO₂e and achieving a 20% reduction in CO₂ emissions for road transport compared to conventional diesel. In 2026, our goal is to increase the share of transport fueled by HVO from 25% to 50% for shipments from the Cartiere del Garda mill to destinations in Italy. Additionally, an electric shuttle truck (BEV) was implemented to carry out transport



between the Cartiere del Garda mill and the Arcese Trasporti warehouse, which will also be amplified in 2026. This initiative reinforces our commitment to reducing our carbon footprint and promoting clean transportation and logistics solutions.



Introduction to Lecta
Sustainability at Lecta
Environment

Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

Annex | Information by Companies

Social





Introduction to Lecta

Sustainability at Lecta

Environment

Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

Annex | Information by Companies

Our workplace

Lecta is committed to offering its employees opportunities for enhancing their skills and knowledge.

Lecta strives to act responsible towards all individuals and communities reached by its business operations, positioning this at the core of its sustainability efforts.

A fundamental aspect of this commitment is the health and safety of not only Lecta's employees but also its contractors, underscoring a comprehensive approach to workplace wellbeing. Beyond internal operations, Lecta extends its commitment to enhancing the lives of people and communities throughout its value chain, demonstrating a holistic view of its corporate impact.

At Lecta, we recognize that our team is our greatest asset. With a vision to create a workplace that encourages professional growth and development, Lecta aims to create a dynamic yet supportive environment for its team members. The company values developing the leadership skills of our employees and is committed to establishing a culture that promotes continuous learning. Recognizing the importance of merit-based rewards, Lecta endeavours to maintain an atmosphere where dedication and achievements are acknowledged and appreciated.

Lecta is committed to offering its employees opportunities for enhancing their skills and knowledge, facilitating their personal and professional growth. This approach not only benefits the individual employees but also contributes to the overall success and innovation within Lecta, enabling the company to hold its position in the industry.



Introduction to Lecta Sustainability at Lecta

Environment

Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

ANNEX | Information by Companies

Health and safety for all employees ^{1/3}

At Lecta safety is a top priority. For the Group safety means implementing a preventive safety culture and ensuring a healthy working environment for employees, contractors, and visitors.

Lecta is committed to promoting, disseminating, and consolidating a culture of safety at work, which involves raising awareness of existing occupational risks and ensuring compliance at all levels of the company with legislation on safety and health prevention.

Creating safe workplaces is crucial for a sustainable and profitable business, and thus a strategic priority for the company. At Lecta, we do not simply comply with prevention legislation - we go beyond it to protect our employees by implementing mandatory Minimum Standards across the company.

In 2025, we have strengthened the implementation of the "Take Five" minimum standard. Take Five is a dynamic risk assessment tool designed to be applied immediately before starting a task. It is particularly intended for unplanned or unforeseen tasks that arise outside routine or previously assessed activities.

Before commencing work, employees are required to pause for five minutes to systematically consider the potential hazards, evaluate the associated risks, and determine the necessary control measures. This brief but structured reflection ensures that emerging risks are identified and mitigated before exposure occurs.

Additionally, in 2025, we have introduced a new safety target for managers aimed at proactively identifying and addressing unsafe behaviors in order to prevent accidents and reinforce a strong safety culture. This initiative is called Safety Observation Behavior (SOB).

Our commitment to these standards underscores our dedication to creating a secure and conducive working environment for all staff members.

Lecta's goal of no occupational injuries remains, and we are striving towards continuously decreasing our Lost Time Accidents (LTA). "Vision Zero" is Lecta's program to support a variety of global and local actions to reach the goals. It can be understood as a transformational, preventative approach that integrates three crucial dimensions: safety, health, and well-being, at all levels of our organization.

Lecta has implemented this strategy on the assumption that all accidents, harm, and work-related ill-health are preventable. As such, Lecta's ambitious strategy and targets are underpinned by a holistic and transformational approach, implemented throughout all our geographies and business operations.

In 2025, we have introduced a new safety target for managers aimed at proactively identifying and addressing unsafe behaviors.





- Introduction to Lecta
- Sustainability at Lecta
- Environment
- Social

- Our workplace 38
- Health & safety for all employees 39
- Diversity and inclusion 42
 - Workforce diversity 42
 - Zero tolerance of discrimination 42
 - Gender equity 43
- Employee engagement and development 45
- Relationships with local communities 47

Governance

Annex | Information by Companies

Health and safety for all employees ^{2/3}

TARGETS 2030	Health & safety	LTA (Lost Time Accident)	FR (Frequency Rate)	SR (Severity Rate)	Engagement index
	Baseline 2021	≤ 12	< 3.25	≤ 0.25	≥ 3%

	2021 (Baseline)	2024	2025	SDGs contribution
LTA (Lost Time Accident)	33	25	19	8 DECENT WORK AND ECONOMIC GROWTH
FR (Frequency Rate)	9.1	6.98	5.4	
SR (Severity Rate)	0.37	0.39	0.28	
Engagement index	No Data	0.57%	0.58%	

This year, there were 19 Lost Time Accidents (LTA), which represents a substantial reduction against 2024. This progress signifies an improved safety culture and more effective accident prevention strategies, moving closer to the ambitious 2030 objective of reducing the LTA rate to under 12. Additionally, the Frequency Rate (FR) of accidents has continued to decrease, moving from 6.98 to 5.4. The Severity Rate also decreased in 2025, from 0.39 to 0.28, which means that accidents are mainly caused by minor lapses, so they can easily be corrected. 2025 results bring us very close to the 2030 target. These improvements highlight the effectiveness of the company's safety interventions and its commitment to creating a safer working environment. Lecta is working on minimizing, to the greatest extent possible, the severity rate of the few and scattered accidents.

Furthermore, we have reinforced our commitment to establishing safe behaviours in the workplace. We saw a slight rise in our

Engagement Index, established in 2023, from 0.57% to 0.58% in 2025. This Index, calculated by dividing the number of reported safety observations and near misses by the number of employees, represents the increased focus we are placing on cultural and behavioural changes in health and safety practices. By implementing this KPI, supported by our newly digitalized platform, our objective is to address and change unsafe behaviour of workers, which we observed to be the cause of 90% of accidents in 2024.

New Manager Objective

This year, Lecta launched a new safety initiative aimed at reducing the number of accidents caused by unsafe behavior, which accounted for 90% of all incidents in 2024. The program required each manager to identify and correct unsafe practices in 4-5 employees and record these interventions

through Prodicty. A significant number of managers successfully met this target and were recognized with a Smartbox reward.

The initiative will be strongly reinforced in 2026, as Lecta continues working toward a safer workplace where employees act with

greater care and awareness. Combined with the Take Five program, Lecta aims to significantly reduce the number of unsafe-behaviour related accidents by 2030.

CASE STUDIES

Awards for innovative health and safety initiatives

In 2025, three of the mills were recognized for their innovative contributions to health and safety, a testimony to the company's preventative culture and employee engagement initiatives. As well-being internally recognized and rewarded, the winning initiatives have been outlined below:



Sant Joan les Fonts mill team

The first prize was awarded to the Sant Joan les Fonts mill for implementing dedicated pneumatic lockout valves with integrated automatic venting functionality.

This engineered solution enables independent isolation of pneumatic circuits while ensuring full depressurization of the line once closed. By eliminating residual stored energy, the design prevents unintended actuations and significantly reduces the risk of accidents linked to compressed air remaining in the system.

The initiative exemplifies hazard elimination by design, reinforcing energy isolation (LOTOTO) standards and reducing reliance on behavioural controls



Cartiere del Garda mill team

The second prize was awarded to the Cartiere del Garda mill for installing a removable safety barrier in the lift pallet extraction area.

This physical segregation measure mitigates the risk of collisions between pedestrians and forklifts during pallet handling operations. By introducing an engineered control at a critical interaction point, the site strengthened traffic management standards and reduced exposure to high-severity risks.



Almazán mill team

The third prize was awarded to the Almazán mill for developing an ergonomically improved solution for roller handling.

The redesigned system enhances stability and control during manipulation tasks, reducing the risk of pinch points, load instability and musculoskeletal strain. This improvement contributes to both operational safety and efficiency, reflecting our commitment to embedding safety into process design.



Health and safety for all employees ^{3/3}



Introduction to Lecta

Sustainability at Lecta

Environment

Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

ANNEX | Information by Companies

Every mill has its own Health and Safety Committee, joined by employees and union representatives. Each mill contributes to proposals to improve safety, and each year the most outstanding idea is honoured with an award, recognizing, and celebrating the commitment to enhancing safety across our operations. In 2025, it was decided that three awards would be given for best improvement idea for Health and Safety.

Every month all health and safety KPIs are reported to the management team and the Board of Directors. On a weekly basis, accidents / incidents, Near Misses are reported. This is also communicated to all management groups at Lecta monthly meetings.

All new employees are introduced to health and safety procedures when onboarding. On a yearly basis, Lecta evaluates every mill to secure compliance with current national legislation. At the same time, the Group conducts health and safety awareness training.

In 2025 Lecta renewed its ISO 45001 certification, and passed the surveillance audit in 2024, demonstrating a commitment to accountability and transparency with regards to occupational safety.

Lecta investigates and monitors all type of accidents and incidents, Near Misses and Safety Observations, including temporaries and contractors. In 2023, the Health & Safety department initiated a project to digitize preventive measures.

The digitalization enabled real-time inspections and safety observations through personalized checklists on tablets or smartphones. Information is instantly shared and stored on a server, supporting accurate collection of data for health and safety KPIs, aiming to streamline actions, reduce bureaucracy, and enhance communication with stakeholders.

In 2024, two new software solutions were implemented to further improve oversight and manage health and safety within Lecta's business more effectively. Proasafety was implemented to support Lecta in managing all aspects of occupational health and safety, while ecoordina was implemented to support the management of these topics for contracted workers.

These advanced tools have further optimized our processes, streamlining all health and safety management activities and data into a digitalized platform.



Moreover, at Lecta, an interesting program called 'Sharing Smiles' is implemented to introduce employees to a healthy and well-rounded lifestyle.

This initiative provides opportunities to participate in various sports programs such as paddle, organized walks, and dance courses.

By engaging in these activities, employees not only enhance their well-being but also contribute to the expansion and positive atmosphere within our professional community.

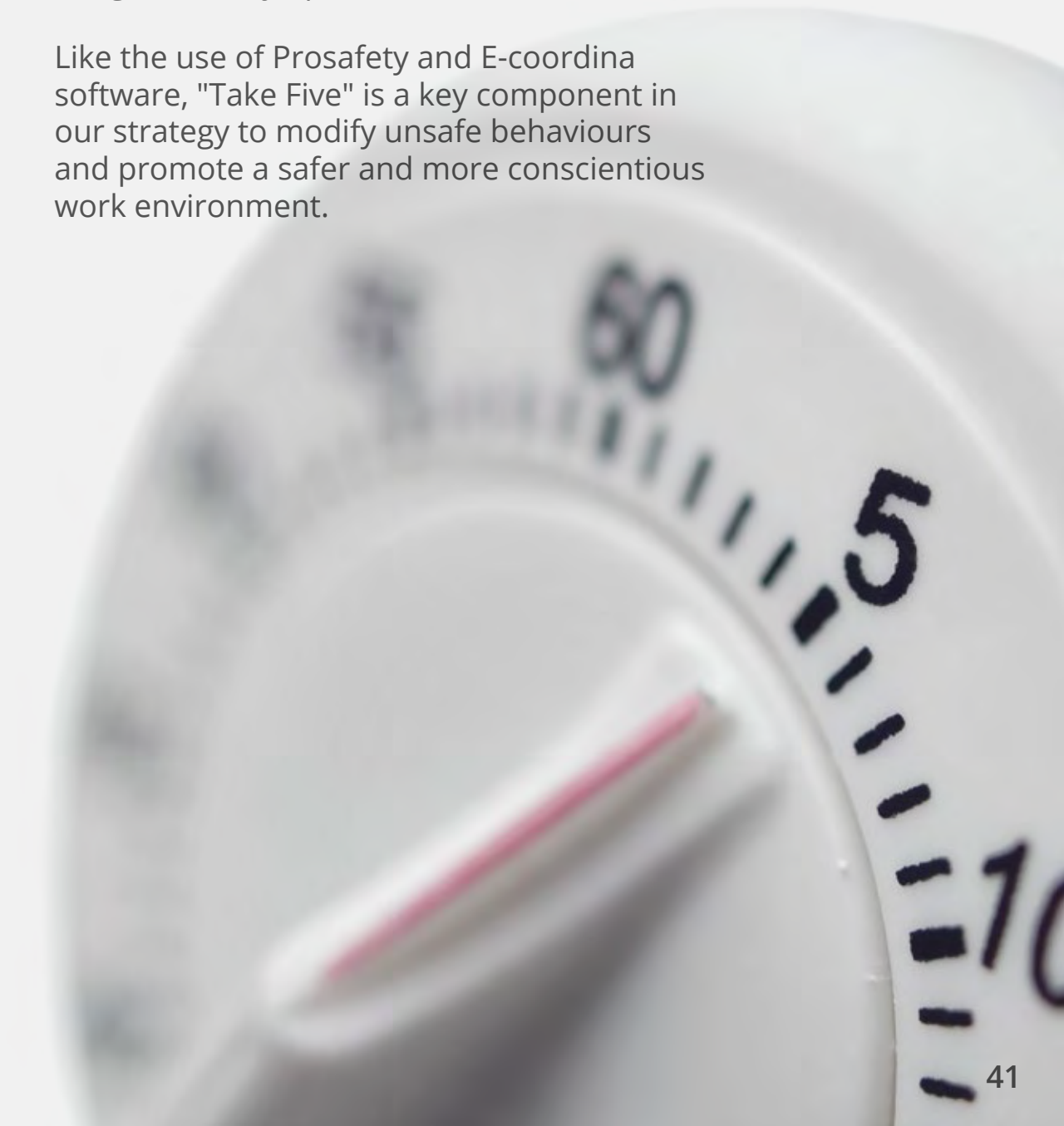
Implementation of the "Take Five" initiative

An effort aimed at enhancing workplace safety is the implementation of the "Take Five" initiative. Implemented in 2024 and continued in 2025, this initiative encourages each worker to take five minutes before undertaking any unforeseen actions or tasks that are not part of their routine duties.

This brief pause allows employees to assess potential risks and take necessary precautions to prevent workplace accidents.

By incorporating this practice into daily activities, we aim to foster a proactive safety culture where prevention and awareness are integral to daily operations.

Like the use of Proasafety and E-coordina software, "Take Five" is a key component in our strategy to modify unsafe behaviours and promote a safer and more conscientious work environment.





- Introduction to Lecta Sustainability at Lecta Environment Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

- Governance
- Annex | Information by Companies

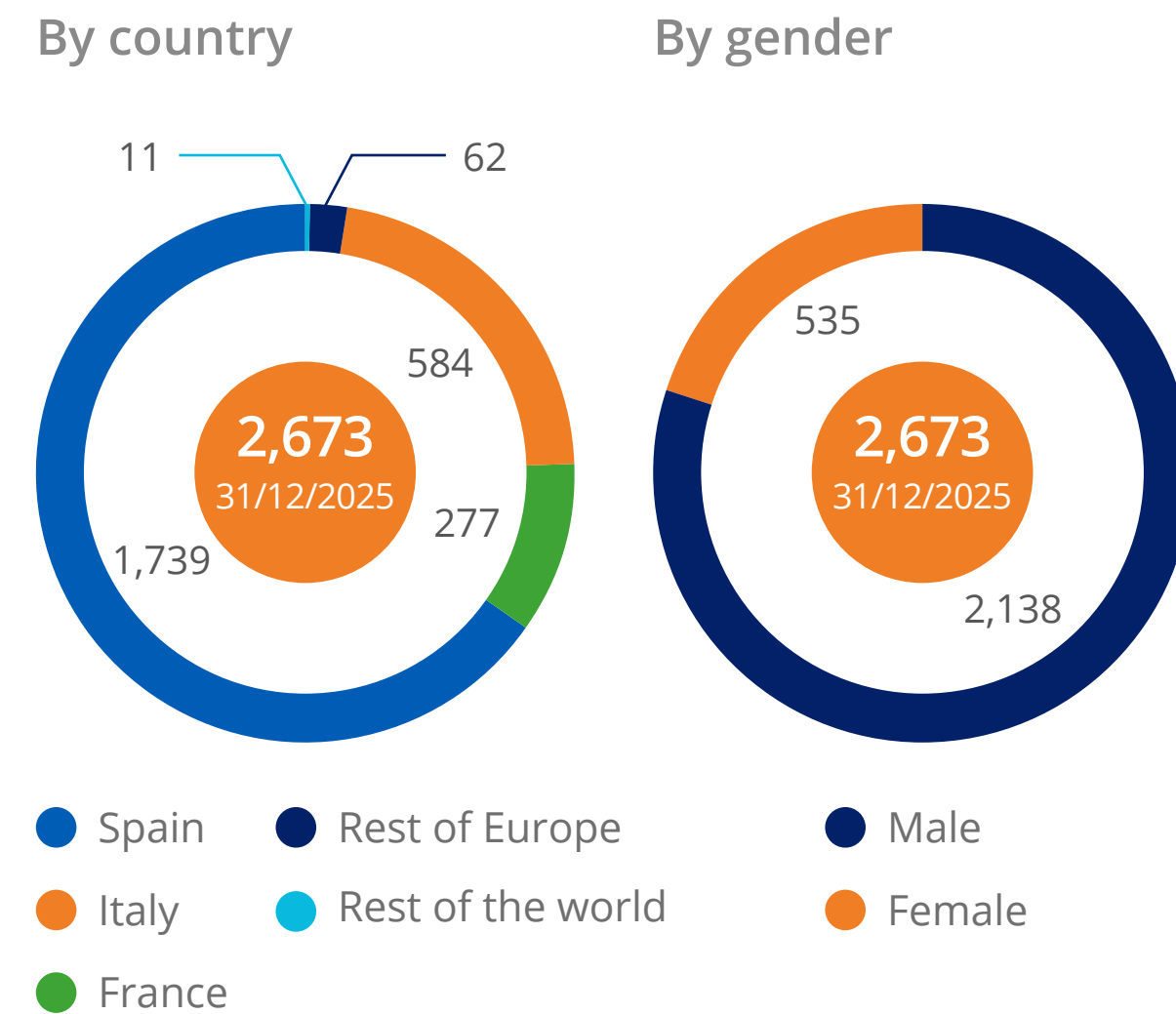
Diversity and inclusion ^{1/3}

Workforce diversity

In valuing diversity among our workforce, we recognize that the collective expertise of individuals from varied competencies, cultural backgrounds, genders, age groups, and nationalities is essential. The pursuit of such heterogeneity is more than an aspiration; it is a steadfast commitment to cultivating a workplace that is anchored in equity. In Lecta, every employee is afforded equal opportunities, ensuring that the richness of their diverse experiences and perspectives is not only acknowledged but also actively sought as a driving force for innovation and growth.

The diversity of the workforce at Lecta is viewed not merely as a statistic, but as a source of varied perspectives that enrich the company's core. This diversity includes, but is not limited to, the numerous experiences and educational backgrounds each employee contributes to the collective. Such diversity is pivotal in steering the innovation of products and the exploration of new ways of engaging with customers. Furthermore, Lecta's commitment to inclusion is about crafting an environment where every individual, regardless of their unique identity or group affiliation, experiences a sense of belonging, respect, support, and appreciation. This holistic approach to diversity and inclusion underscores the belief that a varied workforce is fundamental not only to the company's innovation and creativity but also to its overarching success and sustainability.

In 2025, Lecta's employees are mainly of Spanish, French, and Italian nationality, with some employees from the rest of Europe, and a small percentage from the rest of the world. Overall, the group employed 2,673 people as of 31 December 2025, with an additional 67.8 temporary employees and external workforce.



Central to Lecta's culture is the prevention of a work environment that could be perceived as intimidating, hostile, or offensive.

Zero tolerance of discrimination

Lecta is committed to establishing a workplace that does not allow any discrimination, on grounds of race, religion, nationality, sex, or age (with child labour specifically forbidden), disability, sexual orientation, gender identity, or preferences, marital status, or any other criteria that breaks legal standards. This commitment covers various facets of employment - from hiring and salary decisions to promotions and the eventual termination of employment contracts.

Furthermore, Lecta maintains a zero-tolerance stance towards any form of physical or psychological abuse, including any actions that lead to an employee's unwarranted exclusion or isolation. We actively promote a work environment that supports the growth of all our employees and champions their personal and professional development, regardless of their background.

Central to Lecta's culture is the prevention of a work environment that could be perceived as intimidating, hostile, or offensive. To this end, all forms of violence and sexual harassment, including any conduct that could create an intimidating, hostile, or offensive working environment, are strictly prohibited under all circumstances.

To uphold these standards, Lecta has established a whistle-blower channel. This channel serves as a crucial mechanism for stakeholders to report any incidents that go against the company's policies on harassment and discrimination. By implementing such measures and championing responsible governance, Lecta not only aims to protect its employees, but also to foster a culture of respect, integrity, and professionalism.

Through these efforts, the company aims to be a respectful and inclusive workplace, where every employee feels valued and supported. The whistle-blower channel is discussed in more detail in the Governance section of this report.

Lecta has made significant strides in reinforcing its commitment to ethical conduct and non-discrimination within its organization, and in 2023, collaborated with a trusted third party to establish and document a comprehensive discrimination protocol. A key component of this initiative was the launch of an awareness campaign, including communication of essential information to employees, including the introduction of a dedicated single point of contact for related matters. We have continued to prioritize communication of this protocol throughout 2025, aiming to highlight the importance of equality.



Diversity and inclusion ^{2/3}



Introduction to Lecta

Sustainability at Lecta

Environment

Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

Annex | Information by Companies

Gender equity

In Spain, where over 65% of Lecta's employees are located, we have in place a Gender Equal Opportunities Plan with the aim of coordinating measures to ensure equal opportunities for men and women, in a real and effective manner, and above all the integration of gender equity in the Management Group.

Lecta in Spain complies with Real Decreto 902/2020 (equal pay), Real Decreto 901/2020 (equality plans), and article 28 Estatuto de los Trabajadores (principle of equal pay for work of equal value). Hence, Lecta is well equipped to publish reports in line with the EU Directive 2023/970 regarding pay transparency, which will be mandatory from 2026 onwards.

Through targeted training and awareness programs, the plan aims to mitigate gender biases and create an environment where all employees feel valued and respected. Training programs cover topics including the opportunities offered by a diverse workforce, how microaggressions can present themselves in the workplace, improving communication through inclusive language, and sexual harassment and violence. Lecta's approach is a testimony to our role as a leader in promoting gender equity, demonstrating a firm commitment to advancing equality within the workplace and beyond.

TARGETS 2030

Diversity and inclusion

Baseline 2021

Gender equity

% to be defined on sector target

Gender new hiring in professional staff

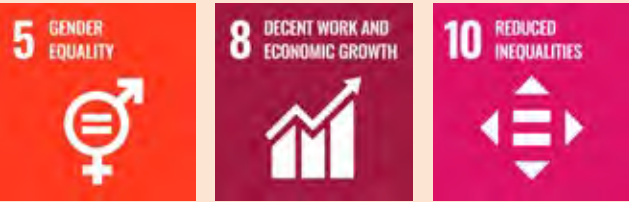
♀ 50% ♂ 50%

Management group equity

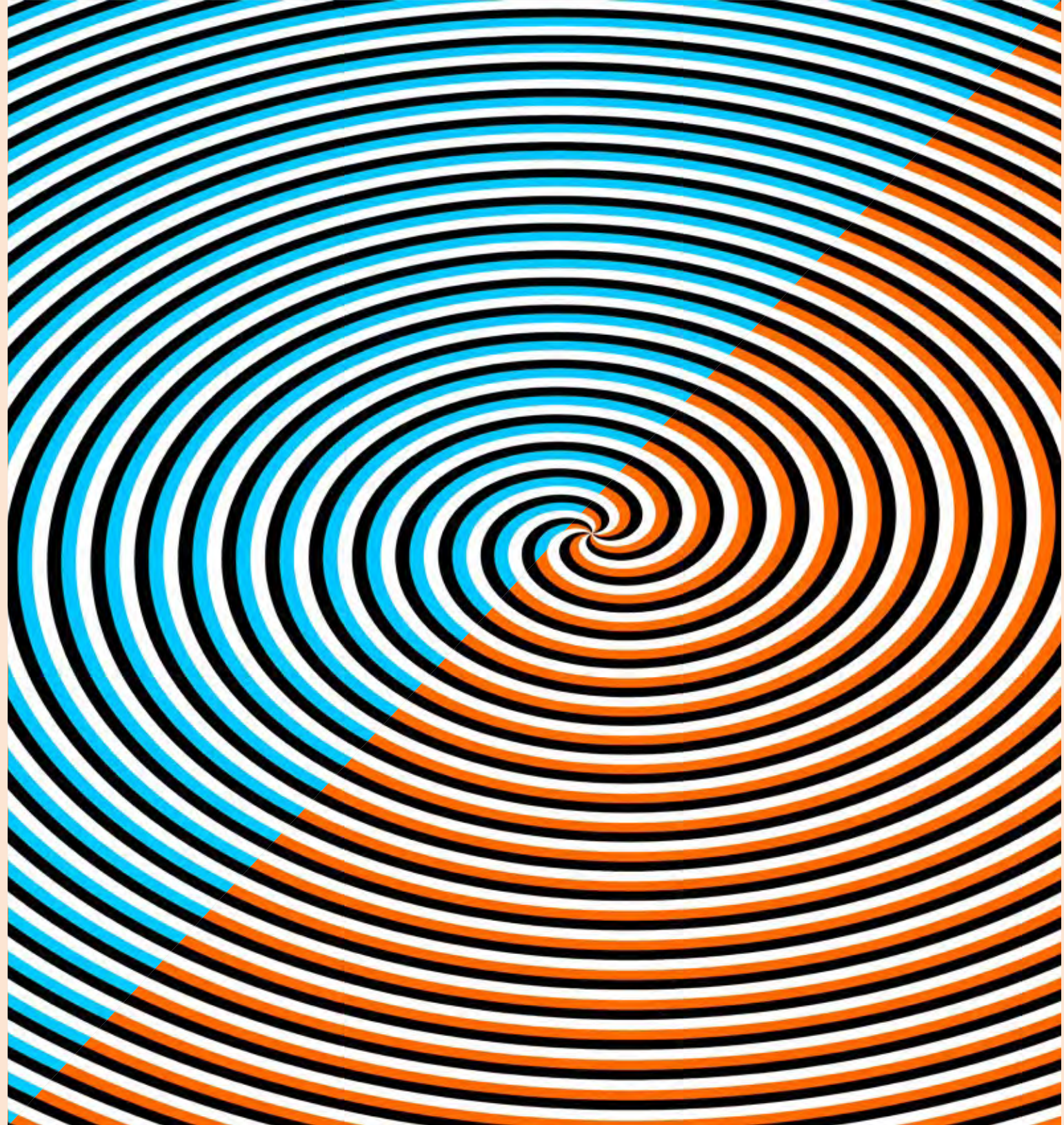
♀ 30% ♂ 70%

	2021 (Baseline)		2024		2025	
	♀	♂	♀	♂	♀	♂
Gender equity	17%	83%	20%	80%	20%	80%
Gender new hiring in professional staff	36%	64%	35%	65%	28%	72%
Management group equity	19%	81%	19%	81%	20%	80%

SDGs contribution



Lecta is committed to fostering equity and inclusivity, conscientiously respecting individuals of all genders and backgrounds.





- Introduction to Lecta**
- Sustainability at Lecta**
- Environment**
- Social**

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

Annex | Information by Companies

Diversity and inclusion ^{3/3}

In 2024, Lecta first joined the Empowering Women's Talent network, promoting the inclusion of women through initiatives, activities, courses, and mentoring programs. In 2025, they continued to form part of this network, having had 15 women participating in training events including workshops, trainings, breakfast, different roundtables and attending to the Women's Talent Day. The courses covered topics such as communication with positive impact, strategic negotiation for powerful leaders, and empowerment and personal development. Additionally, e-learning programs were conducted in Spain, with over 900 employees completing the Gender & Equality trainings.

Lecta also started its cross-mentoring projects in 2025, where the senior professionals in the firm act as mentors for the new joiners and juniors. This initiative aims to foster professional growth, strengthen knowledge transfer across teams, and create a more inclusive, collaborative culture. Plans are in place to continue this trend into 2026, with initiatives underway to organize conferences in conjunction with Women's Day.

Lecta is committed to fostering equity and inclusivity, conscientiously respecting individuals of all genders and backgrounds. Despite our efforts, we acknowledge that the progress in diversifying our hiring and employment practices remains an ongoing challenge.

This is, in part, a reflection of the broader industry, which has historically been skewed towards a male dominated workforce, being a sector with operations in rural areas, and requiring manual labor. Recognizing this, Lecta is dedicated to enacting meaningful change. We are actively implementing strategies aimed at breaking down barriers and promoting a more inclusive and equitable work environment for everyone.

Overall, throughout our strategy and targets, our goal is not only to achieve gender parity but to cultivate a culture where diversity in all its forms is valued and celebrated.



Screenshot from the 2025 Gender Equity video. Sant Joan les Fonts mill.

Equality Plan 2022-2025

In 2025, Lecta in Spain consolidated the execution of its Equality Plan 2022-2025, completing key training milestones and reinforcing its prevention and communication frameworks. The company was able to attain 100% completion rate of the Ethical Code and equality training. To ensure universal access to these trainings, Lecta developed video-based formats that were shared in groups for the employees without computer access.

Throughout the years, Lecta improved its internal culture of equality by reinforcing its communication and prevention frameworks. This included the continued dissemination and scheduled review of the Protocol for the Prevention of Sexual and Gender-Based Harassment and the update to the Equality Intranet section, which has evolved into an interactive space to share resources, protocols, and news. In effort to increase visibility and build

culture, Lecta has also been highlighting diverse professional profiles and promoting role models on LinkedIn, such as women in technical positions or production environments.

2025 was also a year of strong participation in company-wide well being and inclusion initiatives. Lecta hosted a well received stress management masterclass in April 2025 with around 40 attendees, reflecting employee feedback that well being is a top priority.

The company also continued its tradition of community visibility by participating in the Barcelona and Zaragoza 2025 women's solidarity races, showcasing its commitment to social engagements. These initiatives complemented ongoing efforts within the Empowering Women's Talent program and the launch of the 7th edition of the cross mentoring program in April 2025 to continue developing female talent.

Finally, a major 2025 achievement was the preparation of Lecta's next Equality Plan. Following the updated diagnostics on workforce composition, pay equity, job evaluations, and representation gaps, the company convened a dedicated negotiation session in November 2025.

Using collaborative tools such as Mentimeter, participants identified and prioritized the most impactful measures for the new plan, which will be formalized and registered in REGCOM by April 2026.

By combining full training compliance, strengthened protocols, meaningful employee engagement, and a structured planning process, Lecta closed 2025 with measurable progress toward a more inclusive and equitable workplace.



Introduction to Lecta
Sustainability at Lecta
Environment

Social

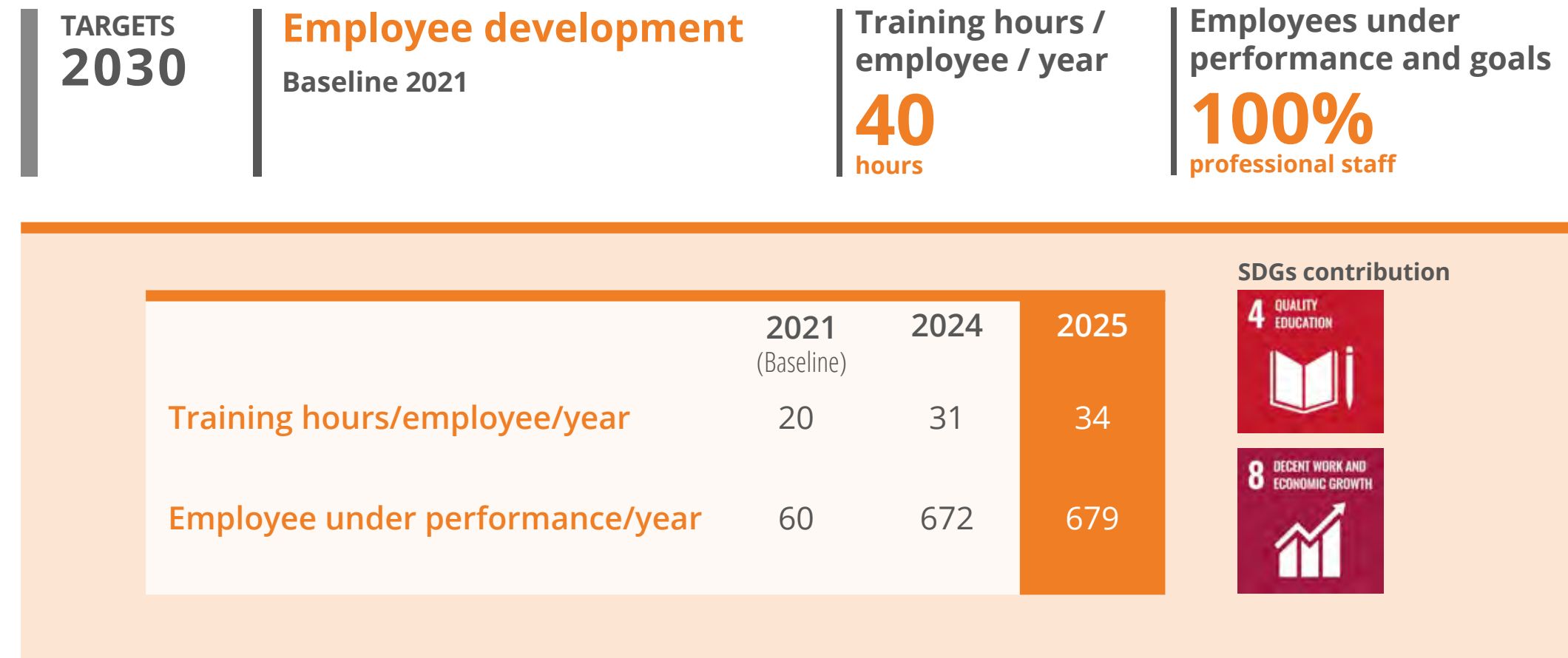
Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

Annex | Information by Companies

Employee engagement and development ^{1/2}

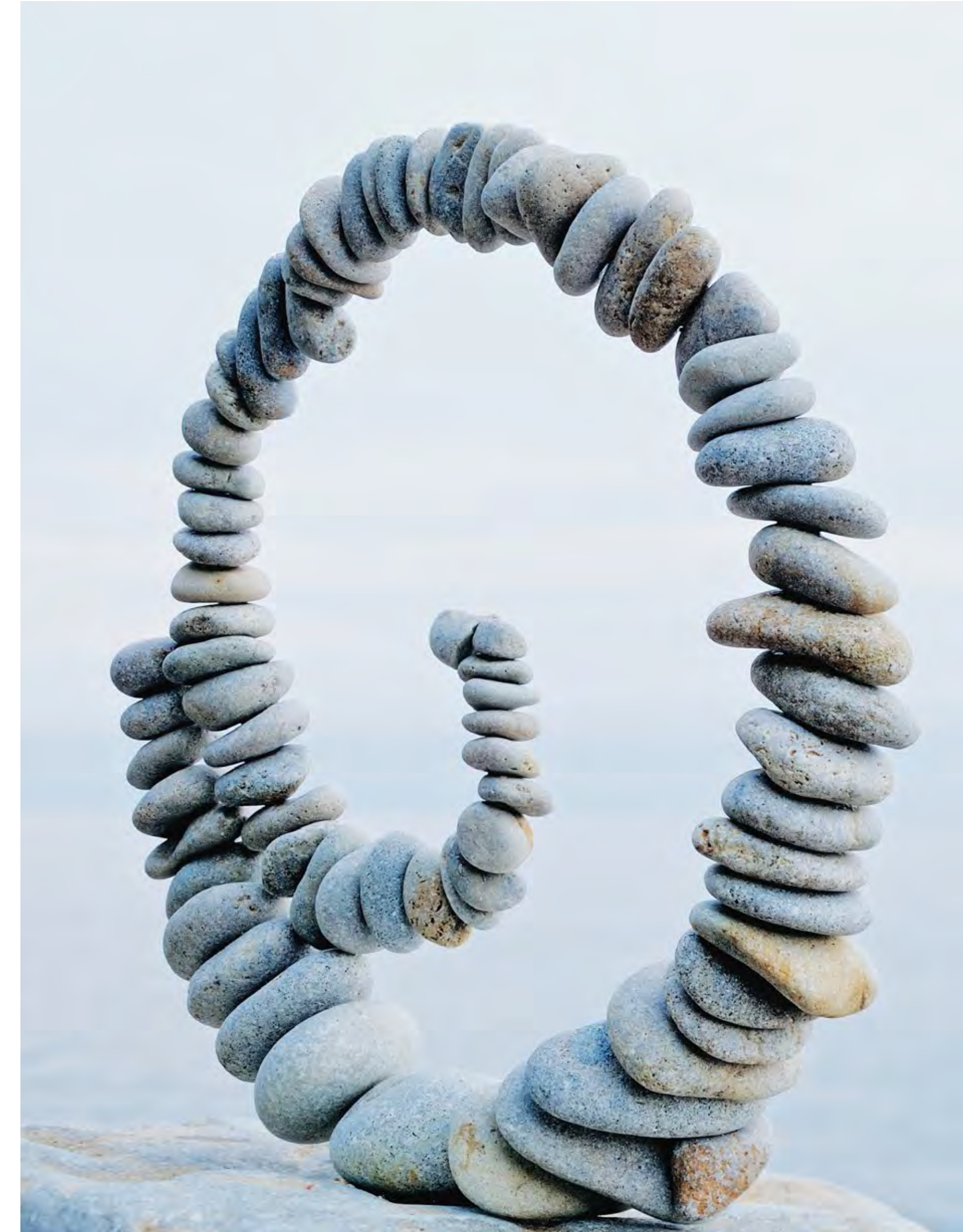
Lecta's commitment to continuous learning is fundamental to our culture, ensuring our workforce remains provided with essential skills for both professional growth and lifelong learning. We see the value in nurturing talent and fostering a culture centred around development and innovation.



The Lecta Academy is at the heart of our training efforts, offering a wide range of opportunities designed to enhance key competencies across technology, sales processes, and tools. Recent years have seen a particular focus on leadership development, crucial for team dynamics and individual progress. This comes alongside our training programs that run throughout the year, focused on Lecta's specific product lines, which help to continuously upskill our workforce. The number of training hours per employee increased from 31 to 34 during 2025, reflecting the organization's commitment to enhancing employee skills and professional development.

To take advantage of the digital shift, Lecta has broadened access to online learning platforms, enabling employees to pursue a variety of digital courses tailored to meet the demands of a rapidly evolving workplace. This includes comprehensive training in compliance and IT security, essential for ensuring the protection of sensitive data and mitigating IT risks. By expanding access to digital training opportunities and promoting a culture of continuous learning, Lecta aims to enhance employee skills and ethical standards awareness to further strengthen its organizational ethos and commitment to ethical practices.

Lecta aims to enhance employee skills and ethical standards awareness .





Employee engagement and development ^{2/2}



- Introduction to Lecta
- Sustainability at Lecta
- Environment
- Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

Annex | Information by Companies

In alignment with its dedication to ensuring an ethical culture, Lecta implemented a specialized ethics training program, titled "Lecta 100% Ethics," in 2024. This proposal introduced several new training modules and aimed to ensure that all employees were up to date with the Code of Ethics, promoting a culture of ethical behaviour and responsible decision-making. The results show that we achieved our goal of a sign-off rate of 100%. This program was available in multiple languages, reflecting a substantial effort towards raising awareness and understanding of ethical business practices across the organization.

Finally, we believe in the value of providing tailored feedback and performance objectives to all our employees, and in aligning these objectives with the company's strategy. We understand that in doing so, we can provide a variety of benefits to our employees, including improved levels of motivation and purpose, a clear sense of direction for their work, and targeted personal and professional development.

At Lecta, we want to listen to our people's voices. For this reason, in 2024, we undertook an engagement survey, with the objectives of understanding the experience of our employees and identifying opportunities for improving workplace satisfaction and productivity.



Engagement survey

In 2025, Lecta strengthened its commitment to building a transparent and engaging work environment by advancing the work initiated with its first-ever Engagement Survey conducted in July 2024. The 2024 survey, with a strong participation rate of 70%, set a baseline for understanding employee sentiment across all sites and demonstrated a willingness to contribute to the continuous improvement of the organization. In 2025, the focus shifted toward analysis, action, and deeper cultural integration, ensuring that survey insights translated into meaningful improvements.

The survey results also highlighted a need for stronger managerial communication, fairer evaluation and better development opportunities. To address this, the feedback 360 program was developed to further managerial growth in areas such as transparency, workload distribution, and knowledge sharing. Such reviews can be completed via SAP SuccessFactors and Performance Goals. The 360-degree program has the goal of increasing employee satisfaction and retention in the long term.

In addition, Lecta mapped well-being initiatives across all sites to identify which initiatives employees found most valuable, and incorporated survey insights into updates to the Lecta Academy training catalogue, strengthening development pathways aligned with employee needs.

The insights gained from the 2024 and 2025 surveys are valuable in driving the future of our business. The engagement survey is not just a measure of current sentiments, but a basis for future strategic improvements, ensuring that Lecta remains a fulfilling place to work. Through this initiative, Lecta Group reaffirms its dedication to placing commitment and satisfaction at the heart of its corporate culture, paving the way for a more connected and engaged workforce.



- Introduction to Lecta
- Sustainability at Lecta
- Environment
- Social

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

Annex | Information by Companies

Relationships with local communities ^{1/2}

Lecta seeks to act responsibly toward all individuals and communities reached by its business activities, making this commitment a central pillar of its sustainability effort. The responsible sourcing of primary raw materials and the manufacturing processes of the company facilitate a symbiotic relationship with local communities, who provide the workforce, contractors, service providers, and the foundational so-called “social license to operate”. As a significant employer, taxpayer, and business partner in many communities, we acknowledge that our operations could have environmental and social impacts.

Being a company with a significant local presence, we proactively engage with the communities where we operate, to help contribute to the well-being of people and communities along our value chain. We support and work with communities to help them thrive economically, socially, and environmentally. We are committed to contributing to the sustainable development of the communities around us.

Industrially, the year saw successful audits of the multi-site integrated management system covering environmental management (ISO 14001:2015), quality (ISO 9001:2015), energy efficiency (ISO 50001:2018), and occupational health and safety (ISO 45001:2025) across all mills and the Barcelona offices, highlighting a commitment to operating responsibly and safely in the communities in which we operate.

WE SUPPORT



In 2025, continued advancements in social responsibility were evident, reflecting a deep-rooted commitment that spans decades. Our membership of the United Nations Global Compact since 2004 (Torraspapel) and 2011 (Lecta) underscores a long-term dedication to sustainable and ethical practices. The annual release of our Sustainability Report further underlines our commitment to clear communication with stakeholders.

Lecta, in its commitment to its customers and society at large, has also guaranteed from the outset and continues to agree with suppliers, that it will not purchase wood and forest products from Russia, Belarus and the occupied territories of Ukraine for the manufacture of its products or their use in third-party products marketed by any of the Group's companies, following the indications from PEFC and FSC® C011032 Chain of Custody standards.



We support MSF (Doctors Without Borders).



In 2025, continued advancements in social responsibility were evident, reflecting a deep-rooted commitment that spans decades.



Also, over ten years of collaboration with the Talita Foundation highlights a sustained effort towards inclusivity for children and young people with disabilities and the ongoing tradition of distributing charitable Christmas cards, in association with Doctors Without Borders, showcases enduring support for disaster and conflict victims, thereby reinforcing a legacy of social and environmental responsibility. We also communicated our environmental practices to clients and stakeholders through the publication of EMAS environmental statements for our factories, carbon footprint results and goals, information on wood sourcing.



Relationships with local communities ^{2/2}



- Introduction to Lecta**
- Sustainability at Lecta**
- Environment**
- Social**

Our workplace	38
Health & safety for all employees	39
Diversity and inclusion	42
Workforce diversity	42
Zero tolerance of discrimination	42
Gender equity	43
Employee engagement and development	45
Relationships with local communities	47

Governance

Annex | Information by Companies

In Italy, through Cartiere del Garda, Lecta continued its collaboration with the best-known museums in Trentino, such as the Riva del Garda Museum, and the MUSE, a science museum, in support of initiatives to promote the area, culture and local history. At the same time, Lecta regularly participates in the sponsorship of the Adamello Brenta Natural Park, the largest protected natural area in Trentino Alto-Adige, in the Rhaetian Alps. This park has been declared a World Heritage Site by UNESCO.

In Spain, the Almazán mill has collaborated for the third consecutive year with the Soria Food Bank in its food collection campaign and has also worked with the City Council to promote and encourage blood donations. Furthermore, all activities have been and are being carried out with the participation of local businesses to support the local economy. For example, during Christmas, vouchers redeemable for school supplies were gifted at a local bookstore. In addition, the mill supports local sports by sponsoring the Sociedad Deportiva Almazán football team, which competes in the Tercera División of the Spanish football league. In 2025, the mill provided 300 sweatshirts for the team's youth categories.

They have also collaborated with local schools by supplying paper for making Carnival costumes, as well as supporting nonprofit organizations such as Plataforma Adnamantina and Alma Teatro. Besides, the Almazán mill participated in sponsoring the second Solidarity March against Cancer, held on September 28th, by providing fruit to participants and covering the registration fees for all factory employees who wished to join. Moreover, as it does every year, the plant

organized the children's drawing contest "Painting Christmas" for the employees' children, using the received artwork to decorate an area of the facilities.

Our Sant Joan les Fonts mill continued its support to the 34th edition of La Marató de TV3 in 2025, organized by Catalonia's state television network. This year, the aim was to raise funds for cancer research and awareness by collaborating in local solidarity raffles. The mill also supported the community through the sponsorship of the municipality's football club and promoted several learning and training initiatives. In 2025, an agreement has been signed with the Escuela de Diseño Elisava to take on interns and supervise 3 end of study theses related to the design of products and packaging made with paper or cellulose.



In Zaragoza mill, we strengthened our community engagement by supporting Agrupación Deportiva Montañana, the neighborhood football team, promoting the values of sport and teamwork. The mill also achieved the Aragón Social Responsibility Seal 2025 in the Large Company category for the second consecutive year, highlighting our

continued commitment to responsible business practices. We carried out additional initiatives, including blood donation campaigns, sending food to the Hermandad del Refugio de Zaragoza, and collaborating with AECC (Asociación Española Contra el Cáncer) to carry out campaigns aimed at reducing smoking habits amongst employees and the community. As in previous years, they also participated in the annual women's run against breast cancer, as well as the XI Carrera de Empresas ESIC, which unites sports and work in a 8km run in the city center.



The continued support for education and culture in the community also continued through the support of the Zaragoza Origami museum, reinforcing the relationship between creativity and art.

In 2025, our Leitza mill continued to promote Basque sport and youth development by supporting school sports and sponsoring several Basque pelota sections in the town through the Club Deportivo Aurrera, while also collaborating with local schools and institutes to carry out training and educational activities. In 2025, 83 students from the Leitza institute

visited the mill. Furthermore, it has maintained relationships and held meetings with SODENA (Sociedad de Desarrollo de Navarra), the Navarra government, and other local paper manufacturers in order to promote the sector.

In Motril, the mill carried out several solidarity initiatives in 2025, including multiple paper donations for cultural and charitable purposes, such as a shipment of 9,963 kilos of paper to Honduras, and made its facilities available for donations and for training sessions held by the Motril Fire Department. The mill also participated in local events like the Vintage Cars Exhibition and the inauguration of the Nuestra Señora del Pilar Sugar Factory's transformation into an industrial museum. Additionally, it hosted vocational students from various fields for internships and supported the expansion of local vocational training programs, including the new Higher Degree in Automation and Industrial Robotics, while organizing educational talks and keeping its Paper Museum open to the public by appointment.

Finally, one of the initiatives promoted by the Sharing Smiles team at the Barcelona office was participation in the 2025 Barcelona Women's Race on November 16 for the second year in a row. Attracting more than 35,000 participants last year, the charity run supports the fight against breast cancer, gender violence, and social inequalities. Thirty-four women from the headquarters took part in the run, showing solidarity with these important causes, and were represented and sponsored by Lecta.



Introduction to Lecta
Sustainability at Lecta

Environment

Social

Governance

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | **Information by Companies**

Governance





Introduction to Lecta Sustainability at Lecta

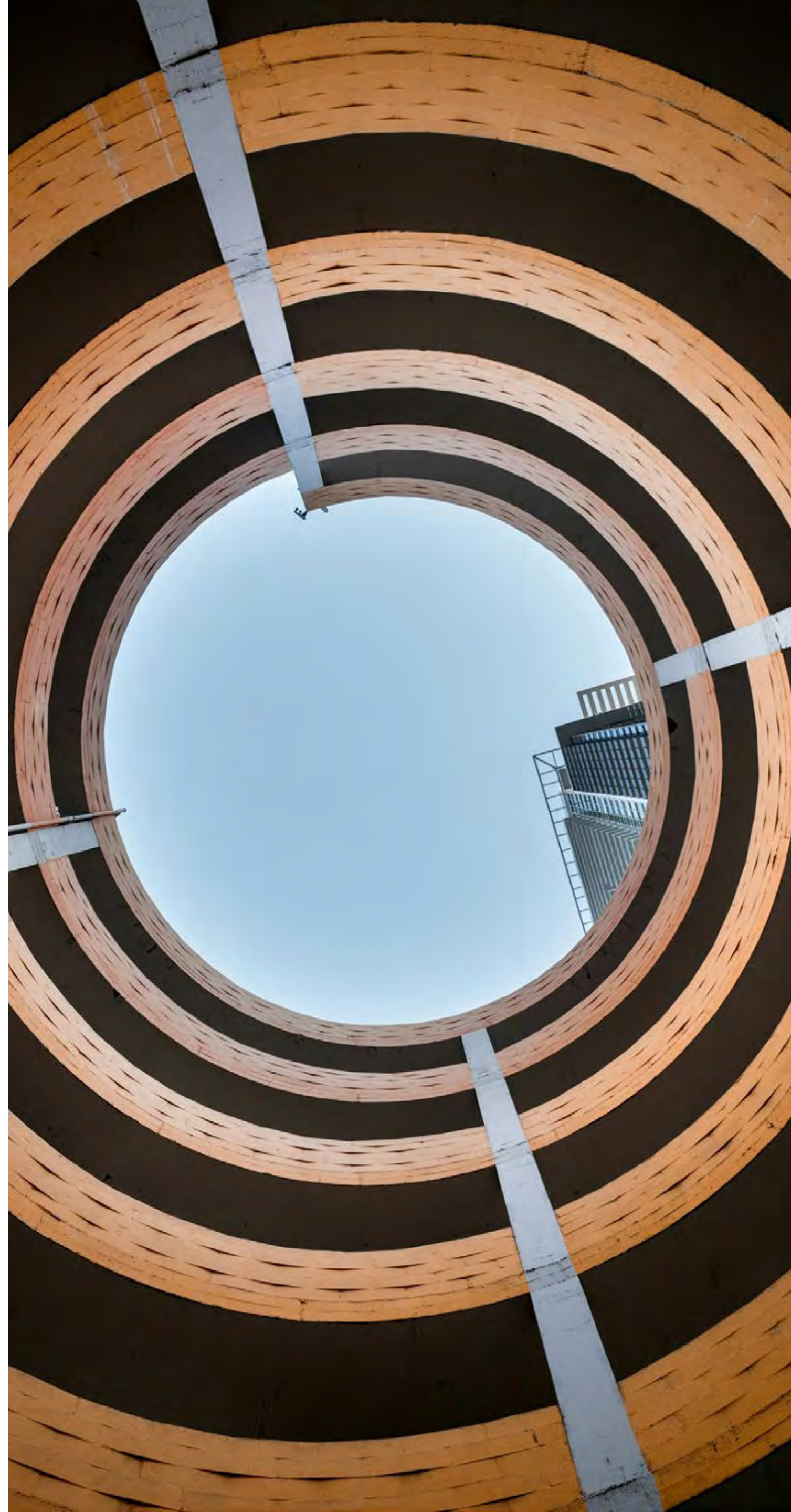
Environment

Social

Governance

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | Information by Companies



The management of the quality, environmental and energy policies is covered by an integrated multi-site management system called LIMS.

ESG governance structure ^{1/2}

Responsible business is crucial to Lecta's success. In 2022 Lecta initiated its ESG journey under the Transformation Office lead. Ambitious targets for 2030 were set during 2022, in alignment with EU Green Deal and other international frameworks, and progress against these has been closely monitored during 2023. Materiality was established considering the main risk factors that have been addressed for many years, steered mostly by certification requirements, and in 2024, we engaged external consultants and performed a full double materiality assessment aligned with CSRD and the ESRS. Additionally, during 2025, we conducted, in collaboration with external consultants, a climate risk assessment.

In 2023, Lecta acknowledged and formalized the pivotal role that innovation can play in driving sustainability, through the creation of an Innovation Director role. While sitting outside of the formally defined ESG Organizational structure, the Innovation Director takes responsibility for ensuring that ESG criteria are considered in the development of innovative new products, supporting the integration of Lecta's sustainability targets with the business strategy.

Group wide policy framework

Our Group-wide framework for governing documents describes the hierarchy of our governing documents, decision mandates and mechanisms for identifying and managing risks and deficiencies. The framework contains Lecta's Code of Ethics and Modern slavery statement, both approved by the Board, and signed by the CEO. These are accompanied by Group procedures, guidelines, and other supporting documents.

Sustainability policy

Lecta's Sustainability policy highlights environmental protection as a business priority, which translates into the provision of specific certified management systems, and the use of means and technologies that do not harm the environment. These provisions not only comply with existing legislation, but also consider the development of scientific research, best practice in the field, and planning and carrying out investments aligned with environmental protection. Everyone at Lecta must commit to maximum efficiency and diligence in order not to harm the environment and its biodiversity when carrying out their respective activities.

Various management systems

Lecta carries out its industrial activity using various management systems designed to offer products and services of the highest quality, to achieve the highest energy efficiency, to protect the environment and to protect the safety and health of workers, with international certifications ISO 9001, ISO 50001, ISO 14001, ISO 45001, FSSC 22000 and EMAS. Lecta also has PEFC and FSC® C011032 Chain of Custody certifications.

The management of the quality, occupational health and safety, environmental and energy policies is covered by an integrated multi-site management system called LIMS (Lecta Integrated Management System). The integrated policy is the commitment of Lecta towards Society, stakeholders, and the environment, and it applies to all Lecta sites.

Strict compliance with international standards of quality, energy, the environment and occupational health and safety and compliance with the certificates integrated into the LIMS management system and its procedures form an essential part of Lecta's commitment in this Code of Ethics and, as such, should be seen as a complement to it.



Introduction to Lecta
Sustainability at Lecta

Environment

Social

Governance

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | Information by Companies

ESG governance structure ^{2/2}

Lecta Limited's Board of Directors

- Lecta Group ESG Strategy approval.

Lecta Limited's Board - ESG Committee

- 3 Board Members including CEO and attended by Chief Transformation & Sustainability Officer.
- Review and Challenge ESG Strategy; Prepare approval of strategy presented to the full Board for approval.

CEO, supported by Executive Committee

- Ensure ESG Strategy is aligned and coherent with Business Strategy and properly executed.

Chief Transformation & Sustainability Officer

- Reporting to the CEO and member of the Executive Committee.
- Responsible for Lecta Group ESG Strategy – preparation and implementation.

Group Sustainability Manager

- Reporting to the Chief Transformation & Sustainability Officer.
- Elaboration and Tracking of ESG projects implementation together with stakeholders.
- Tracking ESG KPIs.

ESG Expert Committee

- Its members are experts in several business areas.
- Steering projects contributing to the ESG targets related to their area of expertise.

Environmental Managers in each mill

- Leading environmental actions in the mills.





**Introduction to Lecta
Sustainability at Lecta**

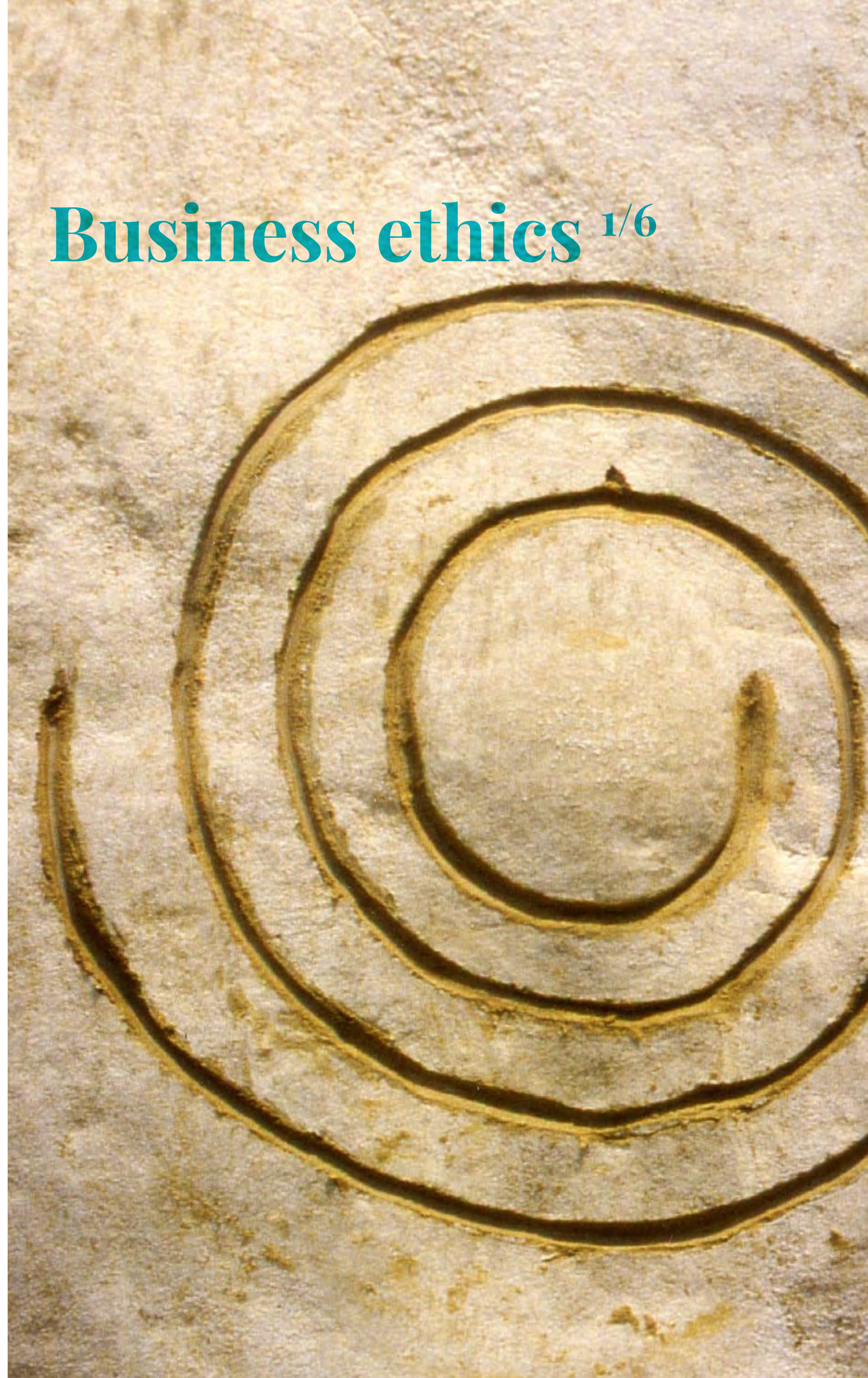
Environment

Social

Governance

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | Information by Companies



Business ethics ^{1/6}

<p>TARGETS 2030</p>	<p>Business ethics Baseline 2021</p>	<p>Target population sign off (Code of ethics, Anti-corruption-bribery policy, Competition policy) 100% for each policy starting in 2023</p>	<p>SDGs contribution</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 2px;"> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> </div> <div style="border: 1px solid black; padding: 2px;"> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> </div>
--------------------------------	---	--	--

	2021 (Baseline)	2023	2024
Target population sign off (Code of ethics, Anti-corruption-bribery policy, Competition policy)	No Data	100%	100%

Lecta’s emphasis on business ethics as a material topic show understanding of its critical role in sustainable development. Adopting ethical practices transcends regulatory compliance, embedding principles of transparency, integrity, and accountability into core business operations.

Lecta’s ambition is to act responsibly in all parts of the value chain and conduct our business according to sound business principles and in accordance with appropriate laws, regulations, and international standards.

In our first Sustainability Report, published in 2023, covering year 2022, we defined the foundational elements of our Environmental, Social, and Governance (ESG) strategy, emphasizing the importance of integrity and responsible conduct across all facets of operations. This strategy continues to underpin our commitment to upholding high standards of business ethics and fostering transparent, ethical interactions with stakeholders. Aligned with these guiding principles, we embarked on a significant initiative upon to bolster awareness and understanding of ethical standards among the workforce.

The full deployment of comprehensive online training programs in 2024 across sites in Spain and Italy, focused on pivotal subjects such as the Code of Ethics, gender equality, and, for specific employee groups, anti-corruption measures. In 2025, a competition training was offered to employees that interact with clients and suppliers. These educational programs are designed to reinforce core values and empower all team members with the knowledge and tools necessary to conduct business in an ethical, socially responsible manner.

By 2024, Lecta had fully deployed its training program, with all employees completing their signoffs, marking the conclusion of a comprehensive risk assessment of the Penal Code reforms from 2019 to 2024 concerning risks associated with new crimes. The analysis revealed that none of the offenses pose a “very high” or “high” risk. In our ongoing commitment to maintaining a stable and secure environment, we are diligently monitoring offenses identified as “medium risk”, such as corruption, bribery, and embezzlement, through vigilant oversight and robust controls to prevent any potential escalation.



Completing the Code of Ethics training is now standard practice in the onboarding of new hires.

Business ethics ^{2/6}

Code of ethics

Lecta's Code of Ethics serves as the foundation for our activities, and it contains the ethical principles and core values for the entire Group's operations. Within the framework of the Ten Principles of the United Nations Global Compact, of which Lecta has been a participant since 2011, in its Group Code of Ethics, Lecta has adopted the main principles, values and pillars that govern the Group's activity regarding Human Rights, labour conditions and relations, protection of the environment and the fight against corruption.

A formal review of our Code of Ethics occurred in 2024, ensuring its update, though without any significant content changes. That update reaffirms our commitment to transparency, respect for the law and good governance, which are the foundations of sustainability and corporate social responsibility. Ultimately, it reflects our willingness to strengthen relationships with its stakeholders through ethical and responsible behaviour, which guarantees the wellbeing of people, respect for the environment and contributing to the society at large.

Lecta's Code of Ethics is a centrepiece of its corporate strategy, complements the already existing codes in the different jurisdictions of its subsidiaries and is applicable to the entire Group. All employees are expected to be aware of

the principles and content of the Code of Ethics, as commented above in section 5. To ensure implementation and compliance, all Group employees have followed an online training, leading to a questionnaire and requiring acknowledgement sign-off at the end. Completing the Code of Ethics training is now standard practice in the onboarding of new hires. The need for compliance with this Code of Ethics is made known to customers, suppliers, third parties and collaborators via Lecta's web pages, through the General Purchase and Sale Conditions, and by other, more specific means such as contracts or order confirmations. In 2025, we achieved a sign-off rate of 100%, making our target 2030 already achieved.

Based on the Code of Ethics, a regulatory body consisting of policies, regulations, rules, and procedures, which apply to Lecta's various internal activities, has been developed. The regulatory body includes the preventive measures and controls that must necessarily be applied to Lecta's daily activity.

In 2025, the Supervisory Body has recorded three consultations related to Ethics, without any particular significance, all of which were resolved in accordance with Lecta protocols. After providing the necessary clarifications to the individuals or entities involved, no complaints were filed.



Whistle-blower mechanism

Lecta has a whistle-blower channel available for all stakeholders, including employees, suppliers, and clients. It is available (i) on Lecta's web page; (ii) on the Lecta Intranet; (iii) by email or phone. Any complaints are received by the Supervisory and Monitoring Body of the Ethical Code and are either answered by this body or forwarded to the relevant department. Complaints can be made anonymously through these channels, and Lecta is actively promoting this possibility at all its premises and for all employees both by trainings and the use of posters at the sites.

This mechanism outlines the process for the investigation of complaints and the imposition of sanctions where necessary, emphasizing the role of the Supervision and Oversight Body in initiating investigations upon notification of potential non-compliance. At the heart of this procedure lies protection for this data under the General Data Protection Regulation (GDPR) and other applicable data protection laws. Data within the Complaint Service shall never be accessed by any personnel other than those designated for this specific purpose, and information is never held any

longer than necessary for decisions to be taken on each reported incident. Strict measures apply for the anonymization and, where applicable, deletion of such data.

The process spells out the procedures for the receipt and thereafter response to the queries on the Complaint Management System and Compliance model and is hereby delegated to the Supervision and Oversight Body to address. In accordance with applicable legislation, an individual manager has also been appointed to the Whistleblower Service. The number of communication channels has increased, allowing complainants to access email, phone, intranet, and web-based submissions, including provisions for anonymous reporting. All this underlines Lecta's commitment to the highest standards of legality and ethics, ensuring confidence of the organization through the confidentiality and protection of the complainant.

As mentioned above, in 2025, the Supervisory Body received 3 complaints related to teamwork and data privacy, all of which were resolved without complications.

- Introduction to Lecta
- Sustainability at Lecta
- Environment
- Social
- Governance

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | Information by Companies



**Introduction to Lecta
Sustainability at Lecta**

Environment

Social

Governance

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | Information by Companies

Business ethics ^{3/6}

Anti-corruption, bribery, and competition policies

Lecta does not tolerate any kind of corruption or influence with respect to public authorities, officers or any natural or legal person connected, directly or indirectly, with public authorities or officers. Lecta also regards compliance with legislation on the protection of free competition as a fundamental principle and demands full compliance with it in the countries in which it operates.

This policy establishes a clear framework of conduct to be respected by Lecta’s employees and those of the dependent companies, allowing them to reduce the risk of corruption in all their fields of operations. It has provisions ranging from the prohibition of giving undue advantages to public officials or executives of the private sector, the regulation of gifts and hospitality acceptance in regulated, moderate, and transparent circumstances, to the implementation of due diligence processes before the establishment of relevant business relations. The implementation of such an inclusive anti-corruption policy further strengthens Lecta’s ethical standing, as well as our market reputation.

In the last four years, the overall management Group and all employees in contact with suppliers and customers have completed an online training that includes a questionnaire and requires acknowledgement of sign-off on completion of these policies.

In 2025, the Supervisory Body has not recorded any case of corruption or bribery.

Cybersecurity ^{1/2}

At Lecta, we understand that cybersecurity is essential in today’s world, for safeguarding digital assets and ensuring operational continuity. As part of our commitment to cybersecurity, we published a new Cybersecurity Policy in 2024, as well as undertaking several other actions to mitigate risks and ensure the protection of sensitive information. The policy is designed around key objectives: creating a framework to identify, evaluate, and address cybersecurity risks; ensuring the confidentiality, integrity, and availability of information assets against unauthorized access, leaks, changes, or destruction; complying with relevant cybersecurity laws, regulations, and industry standards; and cultivating a culture of cybersecurity awareness and accountability among all employees, contractors, and partners. The policy is approved at senior management level and is periodically reviewed to ensure continued alignment with evolving threat landscapes and business continuity requirements. Effectively, communicating and implementing this cybersecurity policy is crucial in a digitalized world facing increasing cyber threats. By doing so, we can ensure that our organization remains resilient and secure in the face of evolving cyber challenges.

In 2024, Lecta implemented several initiatives to enhance its cybersecurity systems. For example, the two-factor authentication period was reduced, improving agility in account and system protection. In 2025, new policies regarding the Windows password access have been implemented. These aimed to strengthen passwords by increasing their complexity with specific length and symbol requirements and only allow connection via company computers.

During the reporting period, no cybersecurity incidents with material impact on operations or data integrity have been recorded. Routine malicious attempts and phishing campaigns continue to be detected and mitigated through monitoring and response mechanisms.

Further, Lecta initiated an OT Inventory & Blueprint Project, through the initiation of a detailed asset inventory within the OT environment, along with the development of a blueprint to enhance management and visibility. We have also undertaken progressive implementation of Network Access Control (NAC) solutions at the main headquarters to improve network access security and segmentation, as well as implementing Additional Complementary Projects focused on continuous security improvement, including policy reviews, enhancement of alert systems, and improvements in incident response mechanisms. These initiatives are aligned with a risk-based prioritization approach, focusing on critical systems and potential operational impact.

Throughout 2025, the security committee, created in 2022, continued to meet based on needs to monitor actions. The function of this committee is to promote, ensure and respond to the security of the company’s information. This committee is responsible for making decisions on the general security strategy, ensuring direction and managerial support for the administration, and developing security measures. The committee also oversees the evolution of cybersecurity risks and ensures alignment between cybersecurity initiatives and business continuity objectives, reporting periodically to senior management.





- [Introduction to Lecta](#)
- [Sustainability at Lecta](#)
- [Environment](#)
- [Social](#)
- [Governance](#)

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | Information by Companies

Business ethics ^{4/6}

Cybersecurity ^{2/2}

The company has also organized multilingual cybersecurity training for all Lecta employees, including new hires. The main objective of this training is to make Lecta employees aware of the importance of cybersecurity in the company, and of the fundamental role that each of them has in minimizing risks.

In 2025, there has been an increase in phishing emails and fraudulent attempts. Therefore, at least twice a year, IT manages internal phishing campaigns to measure the level of attention of employees, taking the opportunity to reinforce awareness afterwards. Employees who fall for phishing attempts must complete mandatory training to improve risk identification skills. Awareness initiatives and phishing simulations are part of a continuous improvement approach aimed at reducing human-related risk exposure.

In 2025, to continue to enhance security, we implemented geolocation access controls to block access from countries without commercial activity and restrict access to corporate devices only. This initiative will be accompanied by the deployment of a Privileged Access Management (PAM) solution, aimed at reinforcing secure control over critical systems and sensitive credentials, and enables a smoother workflow by reducing password access blocks for approved parties.

Following implementation, we will enforce monitoring and audits of privileged user activity, further reducing the risk of insider threats and credential misuse. As part of our Zero Trust strategy, we are continuing to replace traditional

VPN connections used by clients with Zero Trust Network Access (ZTNA) technology. This new technology will enforce identity-aware access to applications and services, reduce attack surface by hiding internal resources from public exposure, and improved security posture by continuously verifying users and device context before granting access. It will also result in improved user experience by avoiding full network tunneling and optimizing access to only necessary resources.

These initiatives are aligned with Zero Trust principles, based on continuous verification, least-privilege access, and strict validation of identity and device posture before granting access to corporate resources.

To further improve operational efficiency, Lecta has transitioned to SAP, among other enterprise management software, with successful implementations carried out in Portugal, Spain, France, Italy, Germany and USA. The remaining implementation of the software in the Almazán mill is planned for 2026. The software being implemented includes SAP Commercial Cloud, warehouse management systems, and manufacturing execution systems.

The implementation of these systems will continue to enhance logistical and operational efficiency. To ensure issues are addressed quickly during transitions, a dedicated support team is in place, ensuring the timely resolution of all incidents. These implementations are conducted under controlled access models and secure configuration standards to ensure

In 2025, to continue to enhance security, we implemented geolocation access controls to block access from countries without commercial activity and restrict access to corporate devices only.



appropriate segregation of duties and traceability of critical transactions. A new 24/7 Managed Detection and Response (MDR) service from Sophos is being operated through our Security Operations Center (SOC).

This system continuously monitors our networks and endpoints to detect, analyze, and respond to potential cyber threats in real time, helping to prevent security breaches and minimize their impact. Continuous monitoring capabilities strengthen early detection and response capacity, contributing to enhanced resilience against evolving cyber threats.



Business ethics ^{5/6}



[Introduction to Lecta Sustainability at Lecta](#)

[Environment](#)

[Social](#)

[Governance](#)

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

[Annex | Information by Companies](#)

Responsible sourcing

Purchasing is identified as a key function within the company due to its significant economic, environmental, and social impact. Fundamental rules of action are established by Lecta to ensure that the professional purchasing activity is conducted correctly, in alignment with the criteria and objectives of corporate interests, the Code of Ethics, and the Integrated Management System Policy.

Adherence to the Purchasing Policy is mandatory for each of Lecta's business centers involved in any evaluation, validation, negotiation, or contracting processes for goods, products, and services. As outlined in the value chain management section of this report, we

have in place specific policies with regards to the purchases made throughout our value chain, including the purchasing of pulp and fiber, and contracting of distribution providers.

The assessment of suppliers is conducted based on compliance with requirements as well as internal feedback and control over their activities. Various raw materials and services are utilized by Lecta in the production of papers. In selecting suppliers for raw materials and process additives, we consider not only the quality of service, material conformity, and punctuality of delivery but also sustainability criteria, such as environmental certifications or participation in environmental improvement



It is required that all third parties representing the company act in accordance with the applicable laws and ethical standards set out in the Code of Ethics.

TARGETS 2030	Supplier certification Baseline 2022	Certified suppliers > 90% (Digital process)	EcoVadis rated suppliers > 90%
---------------------	--	--	--

	2022 (Baseline)	2023	2024	2025	SDGs contribution
Certified suppliers	90% Paper based	87% Digital based	92%	93%	

programs. Providers of waste disposal and transport services are selected based on legislative compliance and service quality, with information visits occasionally made to final waste treatment plants.

We also prioritize supplier selection based on merit, considering price, quality, delivery capacity, general service level, reputation, and integrity. We ensure that all suppliers and external personnel demonstrate commitment to the principles outlined in the Code of Ethics, fostering the creation of long-term relationships for progressive performance improvements.

It is required that all third parties representing the company act in accordance with the applicable laws and ethical standards set out in the Code of Ethics.

Over the years, a strict yet paper-based process has been used for certifying suppliers, achieving a certification level of over 90% for purchases.

In 2021, a transition was made to a more robust process with the digital platform "Jaggaer Supplier Relationship Management", tailored to our certification methodology and enabling a re-evaluation of suppliers through the platform. During 2025, we have been continuing our effort to achieving our supplier certification and we overpassed our goal having certified suppliers representing over 93% of our spend through digital process.

All wood, pulp, base papers and recovered paper suppliers are continuously evaluated for their performance in environmental issues, human rights, and local community involvement. In keeping up with these values, Lecta has in place a PEFC and FSC® C011032 Chain of Custody system that enables us to ensure that wood used in our product comes from responsibly managed forests and legal sources.



Introduction to Lecta

Sustainability at Lecta

Environment

Social

Governance

ESG governance structure	50
Group wide policy framework	50
Sustainability policy	50
Various management systems	50
Business ethics	52
Code of ethics	53
Whistle-blower mechanism	53
Anti-corruption, bribery and competition policies	54
Cybersecurity	54
Responsible sourcing	56
Human rights	57

Annex | Information by Companies

Business ethics ^{6/6}

Human rights

In 2025, Lecta restated its commitment to Human Rights and compliance with legal systems in its updated Code of Ethics. We have also continued to provide training to all new employees about the Code of Ethics, hence maintaining a full sign off in 2025.

This entails a commitment to identifying and preventing any harm caused to people, conduct continuous Human Rights due diligence, and in a case of breach, to take corrective action.

Our human rights work is based on the UN Guiding Principles of Human Rights and Business and is guided by our Code of Conduct and its associated policies, rules, and guidelines. We expect a similar commitment from our suppliers and third parties.





Introduction to Lecta
Sustainability at Lecta

Environment

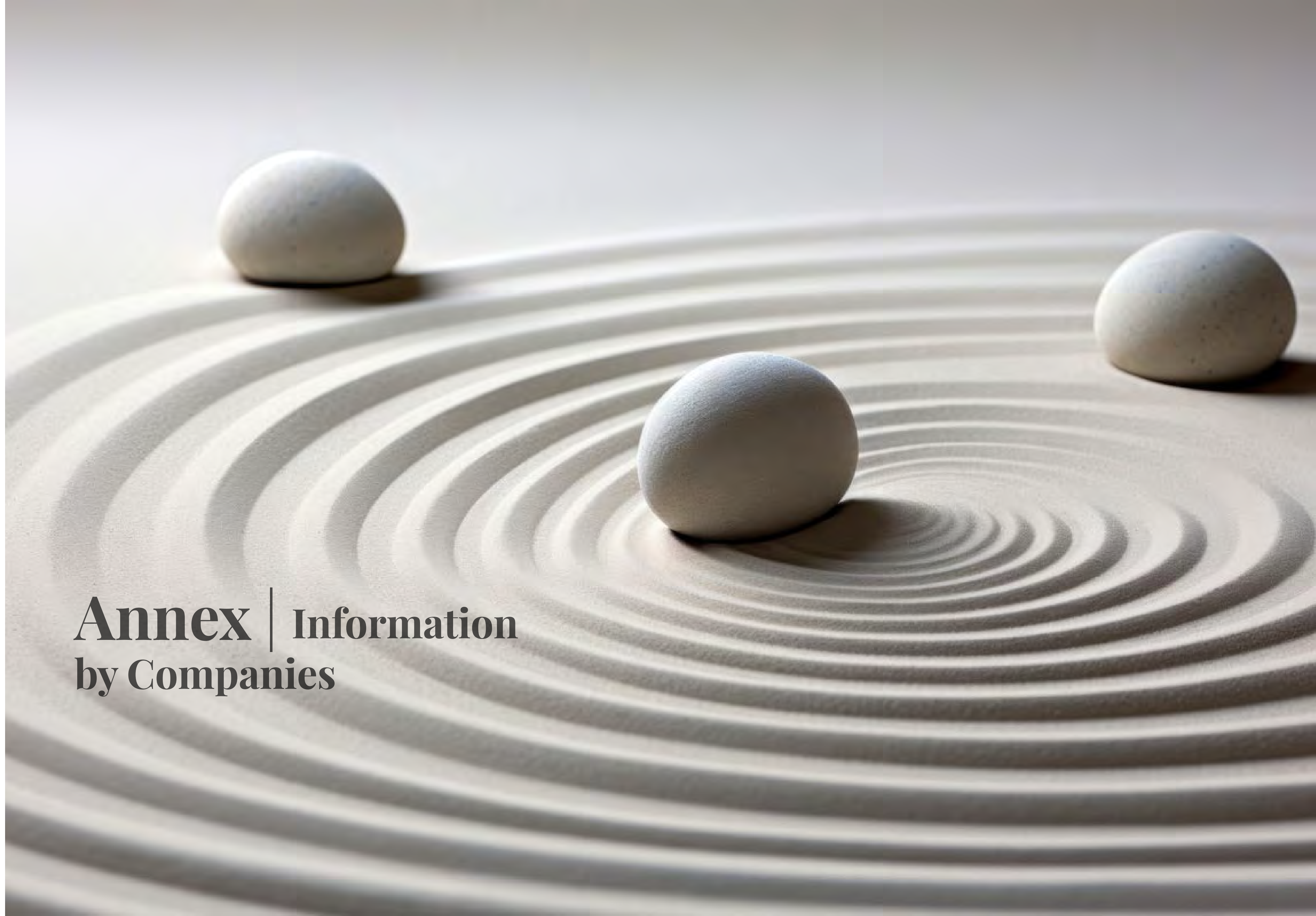
Social

Governance

Annex | Information by Companies

GHG Emissions	59
Other KPIs	60

Annex | Information by Companies





GHG Emissions



Introduction to Lecta

Sustainability at Lecta

Environment





Social

Governance

Annex | Information by Companies

GHG Emissions 59

Other KPIs 60

2025 KPIs					
Greenhouse gas (GHG) emissions	Scope 1 (tCO ₂ e)	166,857	10	290,163	6,869
	Scope 2 (tCO ₂ e)	34	430	71,090	3,915
	Scope 1 + 2 (tCO ₂ e)	166,891	440	361,254	10,784
	Scope 3 (tCO ₂ e)	544,118	19,262	685,057	276,264
	Total	711,009	19,702	1,046,310	287,048



Other KPIs



Introduction to Lecta
Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

GHG Emissions	59
Other KPIs	60

2025 KPIs		GARDIA CARTIERE	Torraspapel	Adestor SELF-ADHESIVES
Energy Consumption	Natural Gas	998,008	1,485,978	30,962
	Electricity from Grid	0	435,122	13,568
	Renewable Energy	46,200	1,005,978	0
	Self-consumed energy	153,312	13,941	
Water	Water recycled	93.8%	90.1%	0
	Water consumption* (m ³ / ton of paper)	18	13.2	0.5
Waste	Recovered waste	99,5%	93%	100%
	Waste to landfills	0,5%	7%	0
Pulp and wood certification	Purchased certified pulp	76,5%	100%	
	Chain of custody controlled	100%	100%	100%
Health and safety	LTA (Lost Time Accident)	2	13	4
	FR (Frequency Rate)	2,56	6,44	12,32
	SR (Severity Rate)	0,11	0,44	0,32

*it represents water withdrawn and includes water used in energy production.



Introduction to Lecta

Sustainability at Lecta

Environment

Social

Governance

Annex | Information by Companies

2025 Sustainability Report

lecta.com