



2025 Environmental Social Governance Report

August 2026





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About Kalray

Kalray is a fabless semiconductor company and a leader in a new generation of processors designed for applications handling massive data flows, particularly through artificial intelligence. At the forefront of innovation, Kalray's teams have developed a unique technology, along with associated solutions, enabling its customers to build increasingly intelligent, high-performance, and energy-efficient solutions.

Thanks to their patented “manycore” architecture, Kalray's MPPA® intelligent processors (known as DPUs) are capable of managing multiple data streams in parallel—without bottlenecks—enabling applications that process massive amounts of data to be smarter, more efficient, and more energy-efficient, complementing traditional approaches (CPUs and GPUs).

Kalray's offering includes hardware and software acceleration solutions, licenses for the intellectual property modules required to design DPUs, as well as a co-development—or design-on-demand—service for processors and acceleration solutions optimized for specific applications in high-growth sectors such as data centers, AI Gigafactories, telecoms, aerospace, defense, and many others.

A spin-off of the CEA founded in 2008, Kalray counts among its investors NXP Semiconductors, CEA, Safran, and Bpifrance.





“At Kalray, we believe that **it is our mission to collaborate to build a better world**, for our employees, for our customers, for our shareholders, for all of us. We are actively participating in shaping a future that is both prosperous and sustainable.”

Eric Baissus, CEO

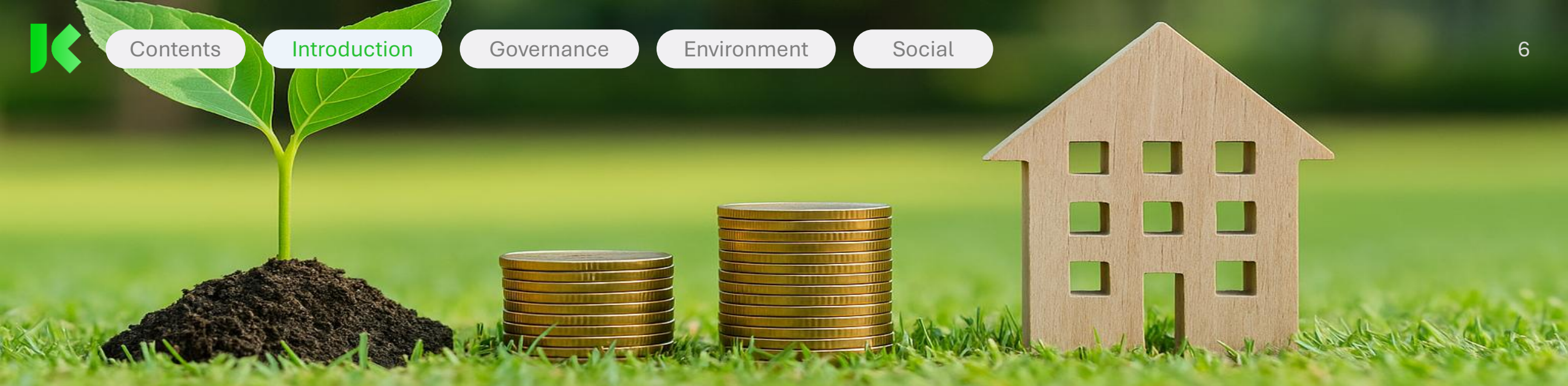


Our Vision

Become a leader in the development of advanced, high-performance, and energy-efficient hardware-accelerated processing solutions for intensive computing tasks.

Our Mission

To help organizations overcome the limits of general-purpose processors with a smarter, more sustainable approach to computing — custom DPU accelerators designed for real-world workloads.



ESG Policy

In 2021, we initiated a **Corporate Social Responsibility (CSR) process**. As part of this approach, we engaged with our various stakeholders, including our employees, customers, suppliers, shareholders to understand their expectations and concerns.

The analysis of the results allowed us to identify and prioritize the company's key issues by integrating them into a materiality matrix. This materiality matrix, as a strategic tool, helped us visualize and prioritize CSR issues based on their importance to our stakeholders and impact on our business.

Through this analysis, we were able to define the following key objectives:

- To offer our teams and future employees a **healthy, safe, and stimulating working environment**. Our wealth is our teams; their involvement, expertise, energy, and passion to innovate and always offer the best products and solutions. The quality of life at work and the motivation and involvement of our teams are therefore fundamental pillars of our success.
- Taking stock of our **greenhouse gas emissions**; controlling, limiting, and evaluating our impacts, and preserving our environment and our planet.
- To be exemplary in our **compliance with national and international regulations** and to guarantee our **reliability and ethics** to stakeholders.

Kalray's advancements in non-financial performance have been notable according to the **EthiFinance ESG ratings 2025**: Kalray achieved a **score of 60 out of 100**.

By consistently enhancing its CSR policy, Kalray has boosted its score by 47 points over the past four years and aims to keep building on this progress!

As a result of these ongoing efforts, Kalray has been officially recognized by the UIMM (French Union of Metallurgy Industries and Trades) as **a company committed to Corporate Social Responsibility**. This recognition highlights the relevance of the actions undertaken and reflects our continued commitment to building a sustainable, responsible, and forward-looking company.



“In the coming years, we will maintain our commitment and implement the necessary measures to achieve our Corporate Social Responsibility objectives. This transformation is a collective endeavor, supported by the dedication, dynamism, and innovation of the women and men who have contributed to Kalray’s success to date, and who continue to guide the company toward a sustainable future. Together, let us pledge to work towards a more responsible and enduring world.”

Eric Baissus, CEO



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Bodies

In 2025, the **Supervisory Board comprises** 10 members (1 woman and 9 men), including 3 independent members. At Kalray, the roles of Chairman and CEO are separate, enabling each to devote the necessary time and attention to their respective responsibilities and **eliminating potential conflicts of interest**.

The Audit Committee oversees financial reporting, risk management, and compliance processes. Thanks to its relevant expertise, the audit committee acts as a key safeguard to ensure **transparency, integrity, and accountability** in company's financial operations.

In 2025, **Kalray's Executive team** comprises 9 members, including 1 woman. The team meets weekly to address operational matters and at least once a month to discuss strategic priorities. They play a crucial role in shaping the company's strategy, ensuring its effective implementation, and driving the organization towards its goals. Their active involvement spans across various strategic initiatives, providing guidance and oversight to align the company's operations with its long-term vision.

Kalray is a **scale-up listed on Euronext Growth** since 2018. As part of our commitment to shareholder dialogue, we actively participate in roadshows, which

serve as valuable opportunities to interact with our shareholders. These events facilitate open discussions, allowing us to exchange insights, address inquiries, and provide updates on our company's performance. Furthermore, we uphold **consistent and transparent communication** standards that align with the inherent norms of listed companies.

At Kalray, we foster an **open and dynamic social dialogue**. In 2025, we held over 13 meetings with the employee representatives (CSE). This active engagement nurtures a strong partnership between management and employees, ensuring continuous improvement in workplace conditions and effectively addressing employee concerns.

Business Ethics

Kalray has obtained **ISO 9001 quality certification** in France in 2018 and has maintained it since. This European standard ensures that our products and services comply with **customer, legal and regulatory requirements**.

Kalray fights corruption in the workplace. To reinforce this commitment, we are working on an anti-corruption charter, which will formalise the rules to

be respected by all Group employees, whether permanent or temporary, to ensure **ethical and responsible conduct of our business**.

In the meantime, we have set up a **whistleblowing system** as part of our ongoing drive to strengthen our ethical commitments. It is accessible to all Kalray employees and stakeholders to report acts or behaviour that may violate the integrity and/or rights of individuals, affect the company's activity or seriously engage its responsibility (health/safety, environment, human rights, corruption, respect for individuals, privacy, etc.).

In addition, Kalray has implemented an **insider trading policy**, in place since 2023, to ensure that all employees handle privileged information responsibly and in compliance with **financial market regulations**.

"At Kalray, we are committed to be exemplary in our compliance with national and international regulations and to guarantee our reliability and ethics in our business."

Eric Baissus, CEO



Cyber Security

Given the growing number of cyberattacks worldwide, cybersecurity has become a **critical pillar of our operations**.

We have already built solid foundations in this area.

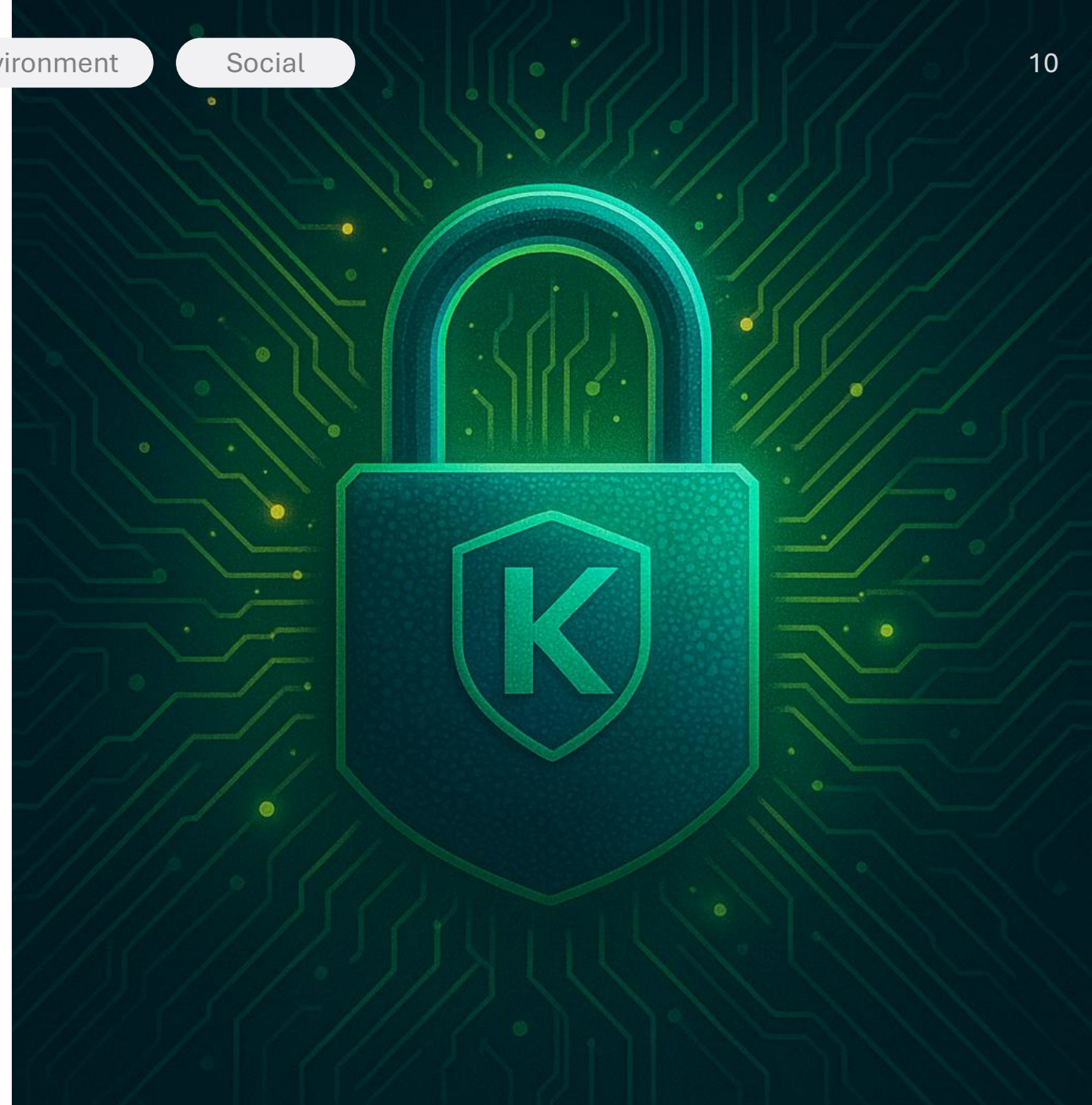
Our former UK subsidiary obtained **ISO 27001 certification** in 2024, and the practices developed through that programme continue to shape how we work:

- a structured methodology for identifying cyber threats,
- risk control measures to protect our critical information assets,
- and policies, procedures and technologies designed to safeguard the integrity, confidentiality and availability of our data.

We are also investing in the strongest layer of our defence: our people.

Security awareness training is now part of how we work across the company, giving every employee the reflexes to recognise and report threats.

Cybersecurity is a shared responsibility. And thanks to the commitment of our teams, it is one we take on together.





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Carbon Footprint

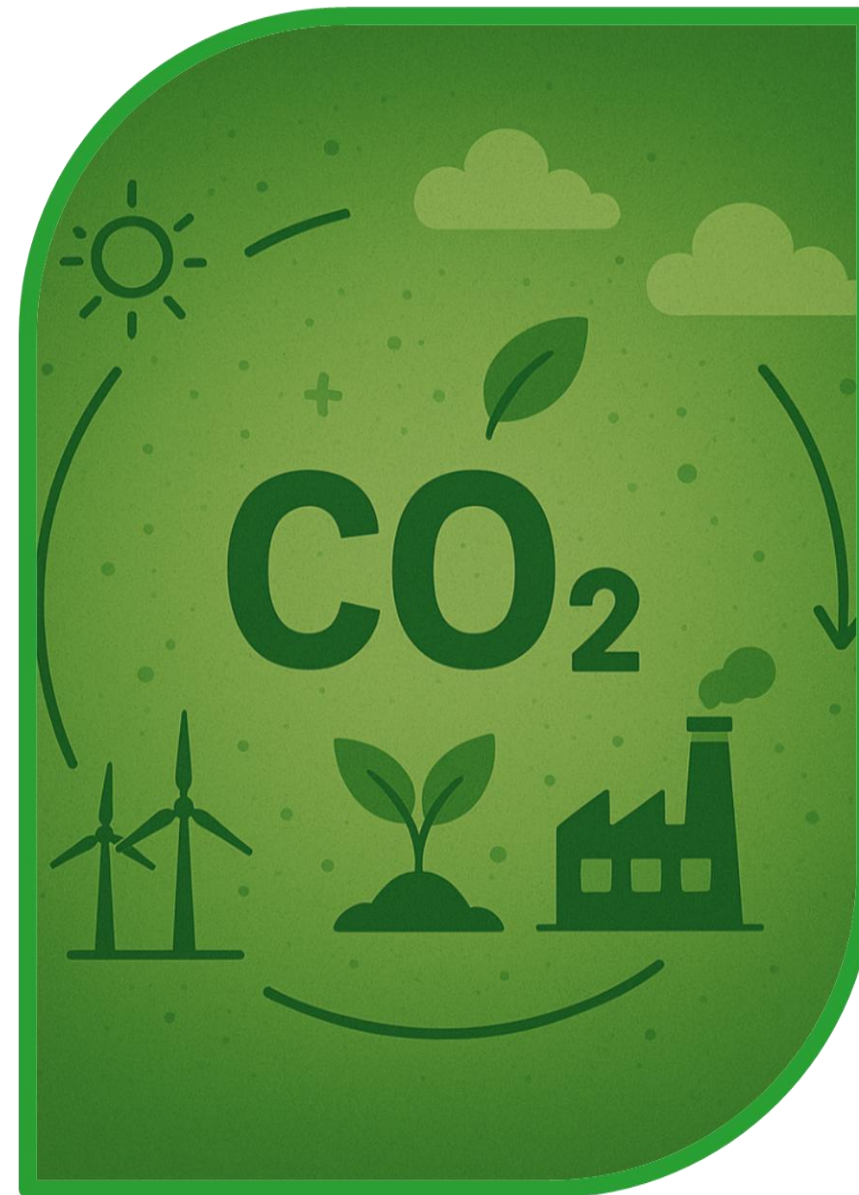
As part of our commitment to **reducing our carbon footprint**, we conducted our initial carbon footprint assessment in 2022 for our activities throughout 2021.

This assessment enabled us to quantify our greenhouse gas (GHG) emissions, pinpoint the primary sources of these emissions, and strategize actions for mitigation.

We continued this assessment through the years to monitor the trajectory of our emissions and assess the effectiveness of our implemented measures. The outcomes thus far have been notably positive, demonstrating reductions across all scopes :

	2023	2024	2025	Evolution since 2023
Scope 1 (TCO2e)	17	20	48	+31
Scope 2 (TCO2e)	9	24	23	+14
Scope 3 (TCO2e)	1466	586	476	-990
Total (TCO2e)	1492	629	547	-945

Looking forward to 2026, our objective remains to further decrease our emissions, particularly within Scope 3.





Actions for Mitigation

The actions implemented in 2024 have been maintained in 2025, based on 3 main objectives: **reducing our waste, reducing the impact of our journeys and selecting the right suppliers.**



Waste Management

Our journey towards **eliminating single-use plastics** in our offices began several years ago, starting with the reduction of bottled water consumption by encouraging the use of tap water wherever feasible and the replacement of plastic coffee cups with reusable mugs. As a symbol of our commitment,

every new employee still receives a personal mug upon joining the company.

This small gesture not only helps reduce plastic waste but also encourages a culture of sustainability from the very first day.

Our efforts extend to improving our coffee practices as well. We have replaced plastic coffee capsules with freshly ground coffee beans, which not only enhances the quality of the coffee but also **minimizes unnecessary plastic waste**. Furthermore, the coffee grounds are made available for our employees to use as a **natural fertilizer** for their plants at home, turning what was once waste into something useful and eco-friendly.

In terms of waste management, we have put in place a **recycling policy** to ensure responsible disposal. This includes the recycling of printer cartridges and toner, and the installation of recycling bins in all break rooms to encourage proper waste sorting. By making recycling accessible and straightforward, we aim to empower everyone to make environmentally conscious choices.

We are also dedicated to the **sustainable management of our IT equipment lifecycle**. Our IT

team is constantly working to fix and enhance the performance of our computers, prioritizing upgrades and optimizations rather than purchasing new equipment right away.

Our approach also involves recycling electronic waste in full compliance with existing regulations, while also focusing on **reusing and repurposing equipment** whenever possible. For example, we donate IT devices that are no longer in use to our employees, providing these items with a **second life** and reducing the need for new materials.

These combined efforts reflect our broader commitment to sustainability, not just in terms of operational practices, but also in fostering a culture where every small action contributes to a larger, positive environmental impact.



Sustainable Mobility

We promote the **use of videoconferencing** to cut down on non-essential car, train, and airplane trips and then reduce the carbon footprint of our employees' business travels. For travels that can't be avoid, we encourage employees through our business travel policy to opt for **public transportation and environmentally friendly travel options**.

For commuting purposes, we participate annually in a **mobility challenge**, an initiative aimed at raising awareness among our employees about the numerous options for eco-friendly mobility. This initiative helps highlight sustainable commuting alternatives, such as public transport, cycling, and carpooling.

Additionally, we offer our employees in France a **Sustainable Mobility Package** to help cover the costs associated with using environmentally friendly transportation methods.

We are also committed to encouraging the use of **electric vehicles** by our employees. To facilitate this, electric charging stations are available at Kalray's

headquarters.

Moreover, we actively promote the use of bicycles. Each year, we organize a **free bicycle repair workshop** for our employees in France, making it easier for them to maintain their bikes in good condition.

Carpooling is another key focus for us in our pursuit of sustainable mobility. For the past two years, we have been organizing a **carpooling speed-dating event** to help employees find carpool partners, thus optimizing their daily commutes. This initiative not only reduces individual commuting costs but also contributes to our collective efforts to limit carbon emissions.

Lastly, in order to minimize commuting overall, Kalray has implemented a robust **remote work policy**. Employees are allowed to work remotely up to two days per week, or even more in specific cases. This flexible approach has been highly successful, with 90% of our employees regularly working from home, which significantly helps in **reducing our carbon footprint**.

“At Kalray, we regularly promote awareness initiatives to help our team members better understand the urgency of the climate crisis. Through these actions, we aim to encourage individual and collective responsibility, and inspire meaningful contributions toward positive environmental change.”

*Ingrid Leboucher,
Head of Human Resources*





Suppliers

At Kalray we aim to work with suppliers who **share the same values and commitments to sustainability**. We believe that building a sustainable supply chain is crucial to our overall objective of reducing our environmental impact and promoting ethical practices.

To this end, we already prioritize **local suppliers**. By doing so, we not only support local economies but also reduce the carbon footprint associated with transportation. Additionally, we seek out suppliers who offer sustainable materials, ensuring that we contribute to environmental conservation and resource efficiency. We also prioritize suppliers who are **certified in environmental management**, as these certifications demonstrate a proven commitment to maintaining high environmental standards.

To go further in our commitment to sustainability, we formalized in 2025 a **Sustainable Procurement and Supplier Relations policy**. This policy will provide a clear framework for evaluating and selecting suppliers also based on social and environmental criteria.

These criteria will encompass a wide range of factors, including for example the suppliers' labor practices, adherence to human rights standards, efforts in reducing their own environmental impact.

This initiative will help us foster long-term partnerships with suppliers who are **equally dedicated to sustainability**, thereby enhancing our collective impact on creating a more sustainable and responsible business environment.





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At Kalray, we believe that our people are at the heart of our success. Their talent, engagement, and diversity are the driving forces behind our innovation and growth. That's why we are committed to fostering an inclusive, supportive, and high-quality work environment, that encourages both personal development and collective achievement. We aim to build a workplace where everyone can thrive and contribute to a more sustainable and equitable future.



Diversity and Inclusion

Kalray's workforce is truly global, spanning **3 countries**, and representing more than **20 different nationalities**. Our employees, aged between 19 and 73, bring a rich tapestry of experiences, with profiles ranging from juniors to seasoned professionals. This diversity is a testament to Kalray's commitment to fostering an inclusive environment where everyone feels valued and empowered.

At Kalray, we are dedicated to creating a caring and stimulating atmosphere that honors differences and upholds fundamental rights and freedoms. We actively combat all forms of discrimination throughout our employees' careers, beginning with the recruitment process. We welcome applications from individuals of all backgrounds, identities, and experiences, ensuring that every candidate has an **equal opportunity** to showcase their skills and thrive within our organization.

In 2025, Kalray welcomed four interns and seven apprentices from Engineer schools. These learning opportunities not only enrich our teams but also

reinforce our commitment to being a **learning organization**. By creating mutually beneficial contracts with tutors, we provide these young individuals with a solid foundation for their professional integration and future success.

While we focus on nurturing young talent at the start of their careers, we are also committed to **supporting senior employees**. We signed a Charter of Commitment dedicated to promoting the welfare of employees over the age of 50 in the workplace, alongside 30 other French scale-ups. This initiative, spearheaded by the **French Tech**, aims to recognize and leverage the invaluable experience and contributions of individuals over 50. By signing this charter, we commit to implementing ten key actions designed to cultivate an inclusive workplace (promoting age diversity, recruiting individuals of all ages, valuing the expertise of older employees...).

Another key pillar of our commitment to building a more inclusive workplace is professional equality. In 2025, we

achieved a score of **81/100 on the French Professional Equality Index**, representing a 6-point improvement compared to the previous year and reflecting the progress made through our continued efforts and initiatives. As part of this approach, we invited women from across the company to share their perspectives through a short series of interviews. They talked about their inspirations, their experiences, the stereotypes they would like to see disappear, and what an inclusive workplace truly means. Their voices remind us that progress happens through awareness, dialogue, and everyday actions.

Additionally, we organized workshops on **disability awareness**, featuring practical exercises to help employees better understand the challenges faced by individuals with disabilities in the workplace.

Looking ahead, we are excited to continue these efforts in the future, ensuring that every employee at Kalray is equipped with the knowledge and tools to contribute to our inclusive culture.



Health and Security

The health and safety of our employees are a priority at Kalray. We are proud to share that in 2025, we recorded only deux work-related accidents across the entire group, and we maintained exceptionally **low absenteeism rates** of 2,78%. These figures clearly reflect the strong commitment we have towards ensuring a positive and safe work environment for all our employees.

To further support our teams on this front, we actively organize several health-focused initiatives every year at our company headquarters. One notable example is our **annual flu vaccination campaign**, which is fully funded by Kalray, providing our employees with convenient access to essential preventive care. Additionally, we host **blood donation** drives directly, giving our employees an opportunity to make a meaningful impact on the broader community in an accessible way.

Beyond these initiatives, we also offer a range of **educational resources** to empower our employees in maintaining their health and well-being. We provide access to webinars and e-learning sessions that cover various aspects of **health, safety, and occupational risk management**. Such as minimizing risks associated with screen time, ergonomic practices, promoting healthy lifestyle habits related to sleep and nutrition, managing addictive behaviors, achieving a healthy work-life balance, cultivating emotional and mental well-being.

On top of that, we had launched in 2024 a new support program for **working caregivers**, entitled “1 Loved One, 1 Solution”, an initiative specifically designed to provide practical guidance and emotional support to employees caring for elderly or dependent relatives. This program reflects our commitment to recognizing the personal challenges our employees may face outside of work and offering concrete solutions to help them navigate these responsibilities without compromising their well-being or professional growth.

These efforts underline our dedication to prioritizing the health and well-being of our workforce on a global scale, ensuring that all our team members feel supported and valued, no matter where they are located.

At Kalray, we foster a safe and supportive work environment by promoting well-being, prevention, and health education, enabling our employees to thrive both personally and professionally.





Skills Management

At Kalray, maintaining and developing our employees' skills is essential to adapting to our rapid growth, driving innovation, and enhancing productivity, particularly in a highly competitive environment. Our effective skills management not only supports the company's ability to stay ahead but also helps to reduce turnover, strengthen talent retention, align with market demands, and reinforce our strong learning culture.

We continued to reinforce our commitment to employee development by running an **annual performance interview campaign**, alongside a professional interview ("entretien professionnel") campaign, well beyond the legal obligation of once every two years. In 2025, we are proud to report that 97% of our employees in France engaged in these campaigns with their managers, helping to foster individual growth, alignment on career goals, and continuous development across the organization.

To further support growth and engagement, Kalray has its **Internal Mobility Policy** as a strategic initiative for career development. Internal mobility plays a key role in helping employees acquire new skills, enhancing their employability while simultaneously allowing

Kalray to nurture talent and ensure an ongoing alignment between the skills of its workforce and the business needs.

Employees are also offered the opportunity to develop their skills through personalized support, including technical training, management courses, language development, and personal growth programs. This is provided via an **annual individual training plan**. In 2025, nearly half of our employees participated in at least one training session, either through external providers or via our in-house learning hub, Kalray University.

The **Kalray University** is a corporate educational hub offering learning and development materials tailored for Kalray employees. In-house trainings are facilitated by Kalray Coaches, focusing on skills and knowledge relevant to Kalray's operations and business objectives. They can be delivered in a variety of formats: classroom or self-learning (online training document or video).

Kalray University reinforces Kalray's commitment to the holistic development of its employees, nurturing both their professional and personal growth, while maximizing the utilization of their skills and talents within the organization.



Quality of Life at Work

Kalray places **quality of life at work (QWL)** at the center of its strategy. We strongly believe that promoting QWL is essential for boosting employee satisfaction, engagement, and productivity, which in turn drives overall company success and long-term sustainability. That's why we have implemented several concrete initiatives to enhance the daily lives of our teams.

To meet the expectations of our employees and foster a better work-life balance, Kalray has introduced **remote working policy**, allowing each employee to work from home up to two days a week, or even more in some cases (for example: very long-distance home/office). In addition to the environmental benefits, this flexibility helps reduce commuting stress, improve productivity, and provide a more relaxed management of personal obligations.

We also believe that the design of workspaces plays a key role in enhancing the quality of life at the office. The break room is still receiving new applies to welcome employees to relax and recharge throughout the day. Free coffee is still available, encouraging **informal moments of social interaction**. Our employees in Romania and in Sophia Antipolis (France) work in modern, fully equipped co-working spaces, designed to foster collaboration and provide a **dynamic, comfortable work environment**.

Kalray places also great importance on **team cohesion and celebrating achievements**. To keep the corporate spirit alive and strengthen bonds among employees, we regularly organize events such as an annual Group-wide team building, end-of-year celebrations and team-specific team buildings throughout the year. These events offer invaluable opportunities to bring teams together, foster a sense of belonging, and celebrate our collective successes.



Finally, we value **open dialogue** and active listening within the company. We regularly conduct employee satisfaction surveys. In 2026, we achieved an impressive participation rate of 80%, demonstrating a high level of engagement among our teams.

“The participation and results of our surveys are very positive, reflecting our employees' overall satisfaction and highlighting the supportive and thriving environment we strive to cultivate at Kalray.”

Ingrid Leboucher, Head of Human Resources

Kalray is committed to continuing these efforts and developing new initiatives to further improve the quality of life at work in all the countries where we operate.



www.kalrayinc.com