



**NON-FINANCIAL
PERFORMANCE
STATEMENT**

APPENDIX 2 • 2022



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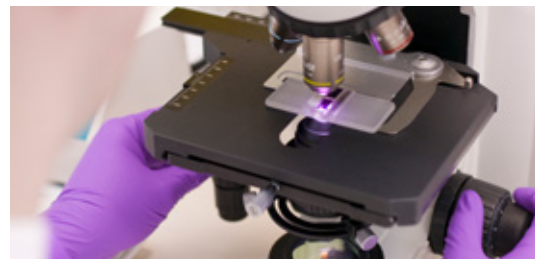
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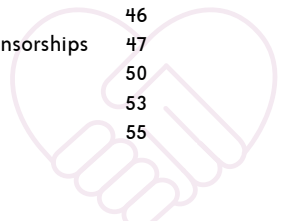
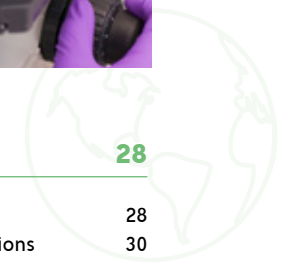
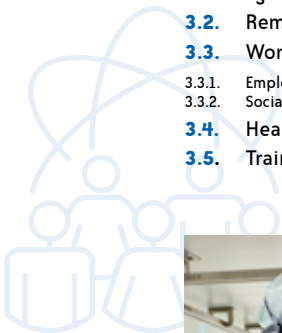
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INTRODUCTION

The year 2022 was marked by a change in corporate governance: LFB's Board of Directors decided on 30 August 2022 to separate the functions of Chairman of the Board of Directors and Chief Executive Officer of the company. Corinne Fau is thus now the new Chair of the Board of Directors of LFB SA, and Jacques Brom is the new Chief Executive Officer of LFB SA. This decision represents a new stage in the company's evolution and was taken in response to the major industrial challenges that it will have to face in the years to come, with in particular the expected commissioning of the new Arras site that will be an essential vector of its ambitious growth. This new production site in Arras will help strengthen France's health and industrial sovereignty in terms of plasma-derived medicinal products.

In 2022, LFB's strategic projects made good progress: in July 2022, the European Medicines Agency granted marketing authorisation for CEVENFACTA[®], a recombinant activated factor VII for the treatment of certain forms of haemophilia. The future Arras plant made great strides with the first qualifications of clean utilities and the installation of new equipment. The site also continued to expand at the same time, with the construction of three buildings: the Control laboratories, the Plasma warehouse and the Waste Recovery unit. The waste recovery and recycling building, which is eco-responsible in its design and use, is made of recycled and natural materials of French origin.

LFB also published a new CSR Charter in 2022 to present 10 societal, social and environmental commitments based on LFB's core values. The aim of this charter is to give both its employees and external stakeholders a better understanding of the company's commitments and good practices in the area of CSR.

Also in 2022, LFB decided to create a CSR Committee bringing together all the functions involved in this area. The kick-off meeting was held on 31 August 2022. This Committee is responsible for validating the company's strategy and priorities in terms of CSR, facilitating exchanges between all internal stakeholders and proposing action plans defined according to the priorities adopted. The mode of operation of this CSR Committee is presented in full in a CSR Committee charter.

LFB thus has a continuing relationship of trust with its employees, with healthcare professionals and with patient and blood donor associations. This trust is based on transparency. Transparency with regard to our values first and foremost, since LFB's mission is to ensure the health of patients. Transparency also about its mission, as the company and its employees are fully committed to providing treatments, while meeting today's social and environmental challenges. Lastly, transparency about biological safety, since LFB remains at the forefront in terms of the safety of its medicinal products.

In 2022, LFB actively recruited new talent, with 356 new hires across all contract types in France. It invested heavily in the training of its employees, in partnership with various schools and universities. Employee well-being and success are essential.

LFB thus has a continuing relationship of trust with its employees, with healthcare professionals and with patient and blood donor associations

LFB continued to provide active support to patient associations, in France and internationally, as well as to blood donor associations in France. The Committee composed of donor and patient associations, created in 2019 and chaired by LFB, of course continued to meet in 2022.

In 2022, LFB also continued its quest to reduce its environmental impact, with better control of water and energy consumption, reduction of greenhouse gas emissions and improvement of waste management. Between 2021 and 2022, LFB's recovery of non-hazardous waste rose to reach 75%. The company also worked to reduce travel and commuting: shuttle service for employees, carpooling, new technologies (video conferences, collaborative spaces), remote working, etc.

Several audits and assessments have praised LFB's CSR performance:

the CSR audit conducted by the CAHPP (Central purchasing office for public and private hospitals) awarded LFB with the "Exemplary" Green Index level for its compliance,

the A++ label that was renewed for the 7th consecutive year,

In the assessment by the EcoVadis platform, LFB was awarded the Silver medal for the third year in a row for its level of CSR maturity, which places LFB among the top 6% of best companies in the same sector of activity assessed in 2021. Action plans have been implemented in order to correct certain areas to be improved before the next assessment scheduled for the summer of 2023.



These results encourage LFB to pursue its approach of social, societal and environmental responsibility. This exemplary commitment was carried out in the service of patient health.

1

LFB'S BUSINESS MODEL

LFB develops, manufactures and commercialises plasma-derived medicinal products and recombinant proteins for patients with serious and often rare diseases in the fields of haemostasis disorders, immunology and intensive care.

Drawing on its firm base of strong values revolving around Entrepreneurship, Exemplarity, Stringency, a Team spirit and Integrity, LFB is fully committed with its employees to carrying out its public health mission for patients.

LFB advocates a socially-responsible and environmentally-friendly business model, to ensure the well-being of its employees and respect its ethical commitment to both healthcare professionals and patients.

To guarantee the success of this mission over the long term, improve its performance and develop its know-how, LFB implemented a new strategy in 2018 to refocus its activities on its core business. This strategy, supported by all of the company's employees, has been translated into concrete objectives:



- To prioritise industrial affairs, in particular with the future plant in Arras,
- To refocus the company's activities on its core business: plasma-derived medicinal products and recombinant proteins,
- To strengthen our leadership in France and focus our international development in certain countries (United States, Germany, United Kingdom, Spain, Italy, Belgium, Mexico and Turkey).

Thanks to its adaptability and innovation, LFB continues to pursue its ambitious mission every day: to develop, manufacture and help patients with essential biomedical products for the treatment of serious and often rare diseases. LFB is therefore a key player for healthcare professionals and patients alike.

LFB's vision:
 "A company committed to saving patients."

LFB's mission:
 "To provide plasma-derived medicinal products and recombinant proteins for patients with serious and often rare diseases in three therapeutic areas: immunology, haemostasis and intensive care."

MEANS, RESOURCES, PERFORMANCE...

FINANCIAL RESULTS

€ 523.8 million in total turnover

€ 361.6 million in purchases in France (excluding plasma and CapEx)

MEDICINES PORTFOLIO

15 medicinal products marketed in about 30 countries

One new medicinal product approved by European authorities in July 2022

HUMAN CAPITAL

2595 employees

52.98% women/ 47.01% men

Corporate culture based on 5 core values

93.22% of employees under permanent contracts

Accidents: Frequency rate = 5.67 (France)

SUSTAINABLE PERFORMANCE

-20.62% CO₂eq in 2022 compared with 2017

-24.19% in water consumption (France)

75.2% in non-hazardous waste recovered

Advanced ISO compliance programs (14001, 45001, 50001)

RELATIONS WITH STAKEHOLDERS

A public health mission in France*

Major player in the French plasma market

4 initiatives for blood donor organisations

15 initiatives for patient associations

INTELLECTUAL CAPITAL

31 scientific publications

42,753 training hours (19.43 hours/ employee)

355 people trained in compliance

89% of buyers trained in responsible purchasing

INDUSTRIAL SITES IN FRANCE

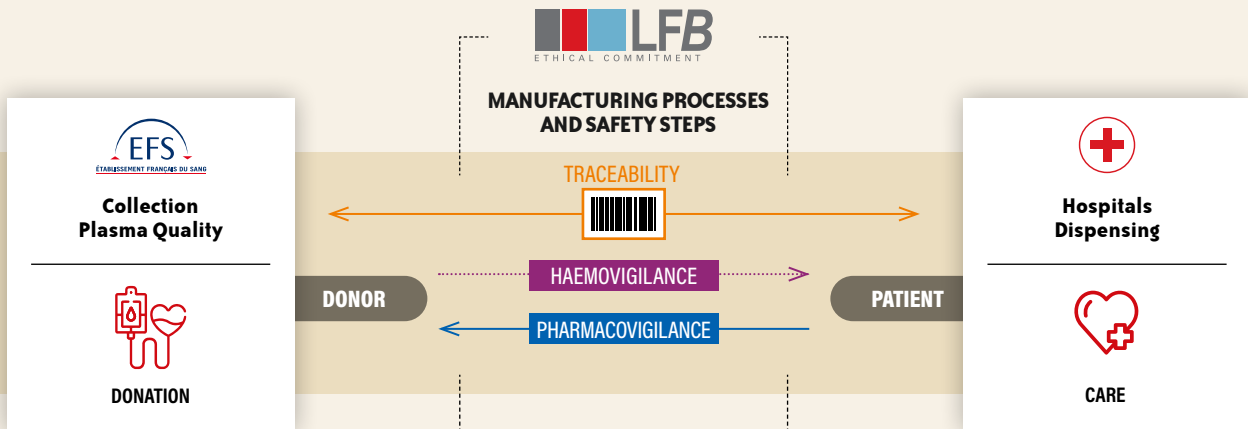
3 bioproduction sites: in Les Ulis (91), Lille (59), Alès (30) and one future site in Arras (62)

852,482.1 liters of plasma fractionated

1,502,000 vials released

544 batches

2022 data



... RESPONSIBLE AND SUSTAINABLE.

LFB's main CSR commitments.

SOCIAL ISSUES

To make LFB a responsible, social-minded company

SOCIETAL ISSUES

To ensure that LFB's relations with all of its stakeholders further the company's performance, society and patients.

ENVIRONMENTAL ISSUES

To reduce its carbon footprint as much as possible.

*Article L5124-14 of the French Public Health Code modified in 2015 by Act No. 2015-990, Article 190.



2

CSR RISKS

2.1

OUR PROTOCOL

A MULTIDISCIPLINARY APPROACH

In 2018, LFB identified a number of sustainable development challenges in connection with its new strategy, the company's priorities and the expectations of its stakeholders. In 2019, a CSR working group was formed to identify new risks. In 2020, this working group was expanded to include representatives from all LFB sites, and was thus renamed the Internal Stakeholders Committee. This committee also provides advice, bottom-up communication, and conveys the Group's vision for initiatives submitted for consideration.

The Financial Affairs department (DAF) and CSR have defined the challenges and risks listed in the table below.




This initiative will allow for the monitoring of performance indicators linked to the policies and initiatives implemented over a defined period of time, and to assess the results. Upon application of the CSRD (Corporate Sustainability Reporting Directive) for the publication concerning the 2024 fiscal year (completed in 2025), LFB will move towards dual materiality to classify the new issues and risks to be addressed.

For this purpose, the company has defined the 15 CSR topics deemed most important in terms of its activities: 2 other issues (shown in bold in the table) were imposed by the regulations for the NFPS from this year until the transition to the CSRD.

CHALLENGES	RISKS
1 Preventing and reducing absenteeism	Operational and financial impact
2 Maintaining adapted professional development and remuneration policies	Loss of company attractiveness
3 Guaranteeing a representative workforce in terms of gender and age	Increased discrimination and loss of knowledge transmission (integration of young people and tutoring)
4 Guaranteeing the match between employee skills and the requirements of their jobs	Mismatch between business needs and employee skills
5 Reinforcing attractiveness to recruit talent	Loss of attractiveness, with a negative operational and financial impact
6 Guaranteeing health and safety conditions at work Promote physical exercise and sports	Responsibility for employee health
7 Evaluating of collective agreements	Reduction of social dialogue with a risk of development of social movements
8 Managing water consumption	Risk of business disruption and environmental impact
9 Defining waste prevention, recycling and elimination measures	Increased expenses and environmental impact
10 Evaluating measures taken to promote patient health and safety	Risk of non-renewal of product authorisations (MA)
11 Promoting initiatives to reduce greenhouse gas emissions	Increased pollution and CO ² emissions in the atmosphere
12 Managing energy consumption in the company's activities	Risk of business disruption and environmental impact
13 Taking social challenges into account in the purchasing policy (towards subcontractors and suppliers)	Financial health risks in connection with agreements and partnerships
14 Maintaining conditions that promote dialogue with people or organisations concerned by the company's activities Maintaining partnership or sponsorship initiatives	Significant risk with respect to the shareholder and partnership agreements
15 Preventing and fighting corruption	Ethics and compliance risks of a legal and financial nature - Cybersecurity
→ RESPECT ANIMAL WELL-BEING	ETHICS RISK AND COMPANY REPUTATIONAL RISK

2.2 **OUR KEY CHALLENGES AND RISK REDUCTION OBJECTIVES**

The main challenges described above can be classified into a few major areas:

	 SOCIAL AREA	 ENVIRONMENTAL AREA	 SOCIETAL AREA
A	Challenges connected with the total workforce and breakdown by gender, age and geographical area	Water consumption and water supplies according to local constraints	Measures to promote consumer health and safety
B	Challenges connected with wages and wage trends	Waste prevention, recycling and elimination measures	Relations maintained with the company's stakeholders and the procedures for ensuring dialogue with them - Sustain partnership or sponsorship initiatives
C	Challenges connected with absenteeism	Significant areas of greenhouse gas emissions caused by the company's activities	Consideration of the social and environmental responsibility of suppliers and subcontractors in relations with them
D	Organisation of social dialogue, including procedures for informing and consulting staff and negotiating with them	Measures taken to adapt to the consequences of climate change	Fight against corruption and tax evasion
E	Evaluation of collective agreements, particularly regarding health, safety at work, promotion of physical exercise and participation in sports	Respect for animal well-being in the company's activities	Sustainable digital infrastructure and Cybersecurity (information security)
F	The policies implemented in terms of training, and the match between employee skills and the requirements of their jobs.		

2.3

CHALLENGES NOT DISCUSSED

Certain risks (mandatory by law, see Article L225-102-1) were not considered important based on LFB's business model. Those risks are listed below. These challenge were not identified by internal stakeholders because they do not represent major risks:

The company's commitment to the community in the areas of:

- **The circular economy:** the company's activities, which are sensitive to the circular economy and the life cycle of the components used in the manufacture of medicinal products, recover part of its non-hazardous waste, recycle the used diluted alcohol as a by-product or send it out for regeneration. Production manufactures single-use medicinal products that cannot be used or recycled at the end of their shelf life. LFB's medicinal products are delivered on specific order, and no unused medicinal product is kept in hospitals,
- **The fight against food waste:** the company cafeterias at LFB's main sites (Les Ulis and Lille) are outsourced to professional organisations. LFB is responsible for its service providers and monitors the information they provide on the tonnages of food waste. Social and environmental criteria are requested in the specifications for call for tenders for the selection of service providers and included in the contracts,
- **The fight against food insecurity:** LFB's activities are not concerned by this commitment.
- **Responsible, fair and sustainable food:** LFB's main activities are not concerned by this societal commitment.

Initiatives to combat discrimination and promote diversity

With a workforce in France comprising employees of 24 different nationalities, LFB has developed a set of practices designed to foster workplace equality amongst its staff and ensure the absence of discrimination on the grounds of gender, ethnicity, age or sexual orientation. It ensures that its employees demonstrate ideological, religious and political neutrality. This challenge is addressed by the objectives and social initiatives of LFB.

Measures taken for the disabled

A specific policy for the employment of people with disabilities was initiated in 2012. The aim is to ensure that disability is not a barrier to people expressing their skills and individual talents.

As part of its policy to promote the social insertion of people with disabilities, LFB is committed in the regions where it has a large site to set up structural collaborations with ESATs (Work Aid Establishments and Services).



3

SOCIAL DOMAIN

3.1

TOTAL WORKFORCE AND BREAKDOWN BY GENDER, AGE AND SUBSIDIARY

CHALLENGE

In a context of industrial growth, the company recognises the importance of good workforce management. This ensures optimal adaptation of the skills of employees to the profiles of their positions, in keeping with the objectives of the company (in particular in preparation for the commissioning of the industrial site in Arras).

POLICY

The social policy towards employees is a key challenge for the company's performance and sustainability.

In order to accompany and support growth, the company's social policy is based in particular on:

- An active policy of internal mobility, training and individual development **continued in 2023 with the objective of 600 expressed wishes for career development,**
- Development of the Employer Brand aimed both to increase the attractiveness of the company to meet recruitment challenges and to generate pride of belonging to the company to optimise retention,
- Our commitments to promote the integration of young people in our teams through internships and work-study alternation (apprenticeships and on-the-job training), **with a goal of 160 new hires in 2023.**

MEASURES IMPLEMENTED

1. Social assessment

The monthly workforce figures and annual summary are presented in the company's social report each year. The social assessment examines the following HR indicators:

- Annual evolution of Arrivals / Departures by contract type,
- Promotions over the year,
- Absences over the year.

2. Definition and Development of the Employer Brand

The year 2022 was marked by implementation of the fundamentals of the Employer Brand strategy with various target candidate types meeting LFB's recruitment needs.

A multi-channel communication plan incorporating a signature,

key messages, employee portraits and testimonials served to disseminate LFB's distinctive identity as an employer to the greater ecosystem. The objective was two-fold:

- Strengthen LFB's visibility and reputation through a digital presence, but also with target schools, on employment forums and in the territories where the sites are located in France,
- Promote pride in being a part of the company and encourage employees in their role as ambassadors.

3. Development of the Young Talents policy

LFB pursues an active policy to promote the stable integration of young people into teams, with a view to:

- Creating a pool of specific skills in the short and medium term through hands-on collaboration,
- Developing partnerships with schools that provide training in our professions in the regions where LFB has sites, and to promote its Employer Brand more widely,
- Committing to an approach that is consistent with the values of LFB,
- The Recruitment & Employer Branding department has formed a team dedicated to the rigorous recruitment of Young Talent (long-term internships and work-study alternation) as well as to the support and guidance of this community within the company.

A FEW NUMBERS FROM 2022:

- The number of students integrated into our teams was up by 75% compared to 2021, with nearly 130 students recruited for internships and work-study programmes,
- Industrial and quality professions were on top for the number of students recruited in teams this year, totalling 76% of internships and work-study contracts concluded in 2022,
- LFB obtained the HappyIndex@Trainees label, which certifies the quality of the internships and work-study contracts offered, with a score of 4.21/5. LFB came in 9th in that same survey out of 93 participating companies, in the category of 100-199 young talents present in 2022,
- About 50% of young talents who sought to enter the labour market at the end of their work-study programme were offered a fixed-term or permanent contract at LFB,
- In 2023, the provisional Young Talents recruitment plan plans to offer nearly 160 long-term internships and work-study contracts.

4. Continuation of the co-optation programme

LFB's co-optation programme was set up to encourage and reward the referral of a new prospective profile not identified previously by classical recruitment methods. Employees, as the company's best ambassadors, are encouraged to recommend people they have met personally for open permanent positions.

This system has many advantages for both the company and the co-opted employees:

- Accelerated recruitment process,
- Easier integration,
- A higher level of commitment of the new employee,
- Guaranteed respect for LFB's values.

In 2022, the co-optation momentum was confirmed: 234 applications were recommended by LFB employees, of which 54 resulted in employment, up by 64% compared to the previous year.

Though co-optation occurs throughout France, in proportion to the size of the sites, 74% of the positions filled by co-optation were in the Industrial department, and 16% in Quality and Pharmaceutical Affairs professions.

5. ARRAS mobility agreement

The support for mobility to the Arras site as defined in the agreement signed in July 2021 continued to be available in 2022. This agreement allows any employee wishing to join the Arras site to receive financial and non-financial benefits, as well as professional support to facilitate their geographical relocation including:

- Assistance in finding housing,
- Support for geographical relocation,
- Professional support measures.

6. Europlasma Subsidiary

The initiatives implemented for the Europlasma subsidiary were to deploy certain HR Group policies and to initiate the following structuring projects:

- Implementation of a new working time recording system in Austria,
- Preparation for opening of access to the Workday tool for Europlasma managers (LFB HR application).

7. Equal treatment

CHALLENGE

The values of the LFB Group and its initiatives in terms of social responsibility testify to its commitment to combating discrimination and achieving equality of professional treatment between women and men.

Diversity is seen as a strength and the fundamental challenge of having a mix of talents is a factor of social balance and economic efficiency for the company.

POLICY

LFB has long been convinced of the richness of diversity and, through its policy, is committed to:

- Ensuring women and men are treated equally, fighting against discrimination of all types (recruitment, professional training, remuneration, career management),
- Promoting a good work/life balance,
- Putting in place measures for the professional integration and continued employment of workers with disabilities.

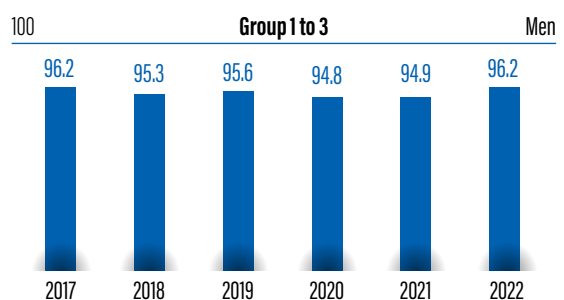
MEASURES IMPLEMENTED

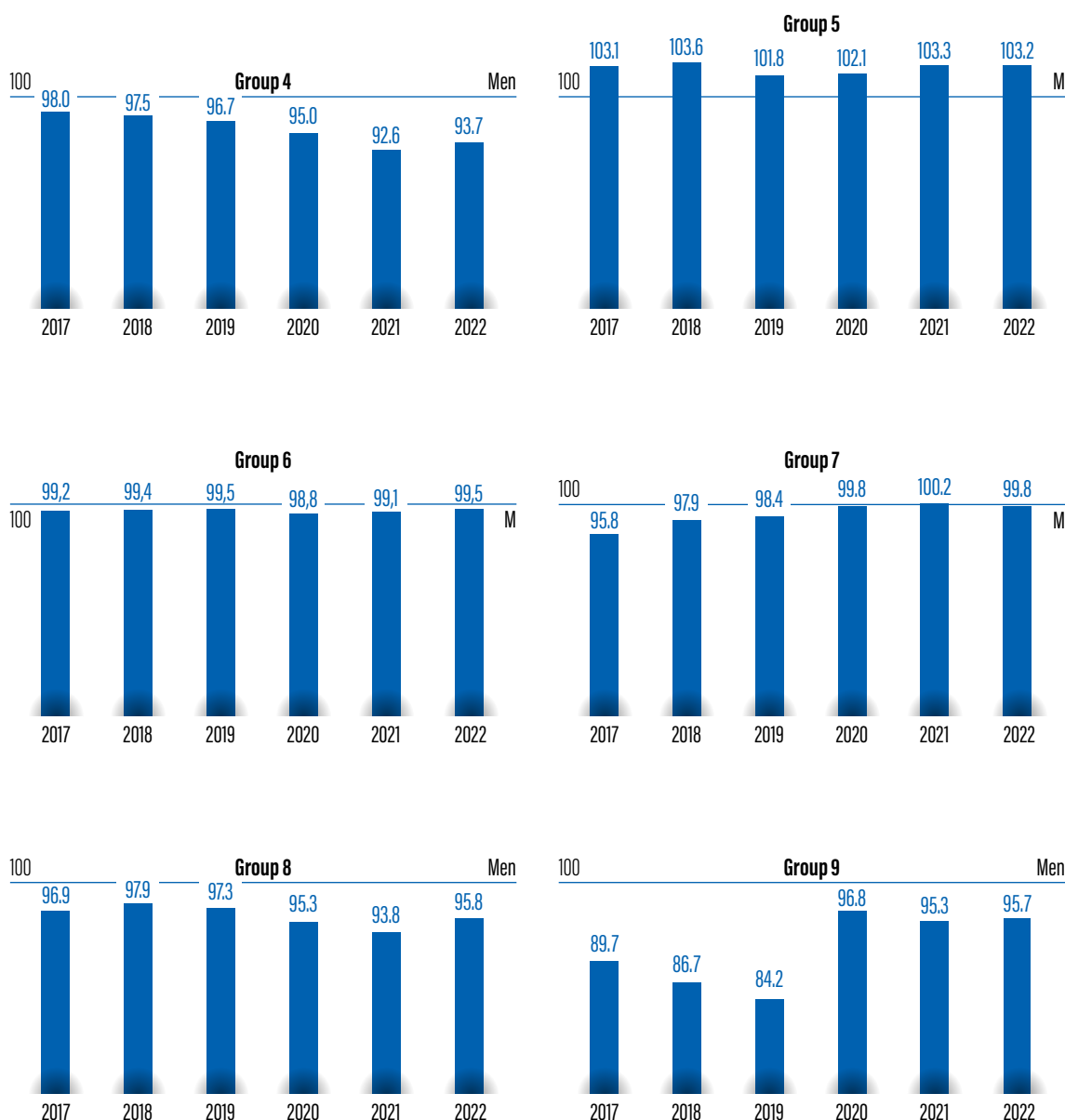
1. Measures taken to promote gender equality

An agreement on professional gender equality remained in effect and continues to be part of LFB's strategic policy.

Graph of wage equality between Women and Men between 2017 and 2022

Groups are employee levels according to the collective classification of the LEEM (France's pharmaceutical industry trade association)





2. Measures taken to promote employment and integration of people with disabilities

Our disability policy aims to:

- Keep workers with disabilities employed, through ergonomic improvements of the workstation if necessary,
- Financial support: LFB pays out a bonus or Universal Employment Services Cheque (CESU) check for people who self-report as RQTH (Recognition as a Disabled Worker),

91 people received the bonus or CESU across all sites in 2022.

3. Solidarity initiative: the «Donation of days off between employees» campaign

- “Any employee who is responsible for the care of a child under 20 years of age or spouse with a serious illness, a disability or who was the victim of a very serious accident that makes sustained presence and compulsory care essential can request a donation of days off from LFB”,
- This policy allows employees to transfer part of their earned days off on a volunteer basis to another employee with a dependent child under 20 years who is seriously ill, disabled or has been the victim of a very serious accident,

17 days were donated in 2022.

RESULTS

	MEN				WOMEN				TOTAL PER COMPANY
	Perm. contr.	Fixed contr.	Trainee	Total	Perm. contr.	Fixed contr.	Trainee	Total	
LFB France	1023	27	54	1104	916	33	46	995	2099
Eurolasma	46	1	0	47	209	15	0	224	271
LFB USA	69	0	0	69	156	0	0	156	225
TOTAL	1138	28	54	1220	1281	48	46	1375	2595

- The total workforce was **2595 employees in 2022**. The Group data was the sum of the data for France and the EUROPLASMA and LFB USA subsidiaries.
- Employment: **356 arrivals in 2022**, under all contracts in France in (excluding transfers and contract suspensions), vs. **371** in 2021.
- **100 work-study trainees** registered for the 2021/2022 school year in the workforce as of 31/12/2022 (vs. 72 work-study trainees in 2021).
- **5.18%** work-study trainees in the workforce in 2022 (number of work-study trainees/mean workforce (100/1929.58)), vs. 3.85% in 2021.

BREAKDOWN OF THE WORKFORCE REGISTERED AS OF 31/12/2022 BY AGE GROUP

Age group	-25yrs	25-34yrs	35-44yrs	45-54yrs	55-59yrs	+60yrs	TOTAL
LFB France	139	534	579	515	213	119	2099
Eurolasma	6	54	80	90	31	10	271
LFB USA	39	70	44	34	25	13	225
TOTAL	184	658	703	639	269	142	2595

BREAKDOWN OF THE WORKFORCE REGISTERED AS OF 31/12/2022 BY TIME WITH THE COMPANY

Time with company	-2yrs	2-5yrs	6-10yrs	11-20yrs	21-30yrs	+30yrs	TOTAL
LFB France	525	507	261	373	257	176	2099
Eurolasma	6	54	80	90	31	10	271
LFB USA	182	8	11	8	14	2	225
TOTAL	713	569	352	471	302	188	2595

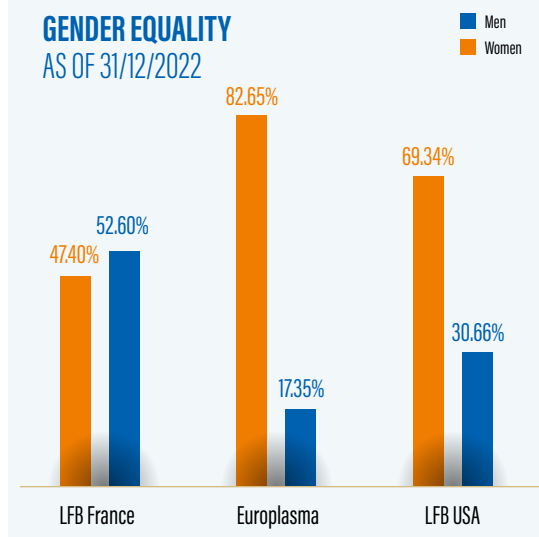
- The mean age in the Group companies in France was **41.8 years** (vs. 42.7 years in 2021).
- The mean period of employment in Group companies in France was **10.8 years** (vs. 11.8 years in 2021).
- The breakdown between executives and non-executives is only provided for the French workforce (breakdown not analysed for the subsidiaries).

EXECUTIVES / NON-EXECUTIVES AS OF 31/12/2022 IN FRANCE

Status	Registered workforce	Breakdown
Executives	1140	53.60%
Non-executives	959	46.40%
TOTAL	2099	100%

BREAKDOWN OF FEMALE EXECUTIVES / NON-EXECUTIVES AS OF 31/12/2022

Statut	Registered workforce	Breakdown
Executives	513	51.60%
Non-executives	482	48.40%
TOTAL	995	100%

GENDER EQUALITY
AS OF 31/12/2022

KEY PERFORMANCE INDICATORS (KPIs)

The **turnover rate** is calculated in the same way at the Group level corresponding to: Number of departures from permanent contracts in year N / Mean number of permanent contracts in year N. Example of France = 204/1929.58 = 10.57%.

■ **Gender equality has been stable in France** over the last 3 years for the entire France scope.

■ **+ 38.89% work-study trainees** in 2022 compared to 2021.

■ **18% of work-study students were integrated into LFB** after their work-study programme in 2022.

■ **91.31% of employees** in France have a Career Plan or Individual Development Plan in place.

TURNOVER RATE - 2022

	LFB France	Europlasma	LFB USA
Total departures from permanent contracts	204	41	121
Mean workforce	1929.58	233.66	186
TURNOVER RATE	10.57%	17.55%	65.05%

■ **100% of French sites** are covered by an SEC (Social and Economic Committee) or HSWCC (Health, Safety and Working Conditions Committee).

CHALLENGE

Without a fair and balanced remuneration policy that takes the realities of the market into account, it is difficult to attract, motivate and retain the best employees. In order to keep up with the race for talent and control the turnover rate, LFB must consider implementing a relevant HR strategy and a competitive remuneration policy to increase its attractiveness.

POLICY

LFB ensures that it has a wage policy that allows it to be attractive in its sector of activity in order to limit turnover and build employee experience over time.

In France, base salary changes take place once per year following mandatory annual negotiations with central union representatives, which concern all employees. In 2022, an agreement was signed following those mandatory annual negotiations with all the trade union organisations, and included an addendum to the Group savings plan agreement and an addendum to the Collective Retirement Savings Plan (PERCO) agreement.

The remuneration data relate to the annual gross payroll and include both fixed elements (base salary, seniority bonus, etc.) and variable elements (variable pay of executives, overtime, job bonus, etc.). The internal minimum wage scale applied is 3% above the agreed minima.

For the Europlasma subsidiary, the legal rules specific to each country are followed.

For remuneration:

Salaries in our company in Austria are governed by the “Collective agreement for employees” (not specific to our branch) which is a default agreement in the absence of a specific branch agreement. The scales of the agreement are updated in January of each year. Senior executives have a share of variable compensation which averages around 10%. As for the organisation of work, the weekly working hours vary widely from 7 to 40 hours (10 hours, 12 hours, 17 hours, 20 hours, 21 hours, etc.).

In the Czech Republic, the company has a salary scale based on the level of the position (implemented since 2021 with the help of an HR consultant). Local inflation is monitored in order to align the scale as closely as possible with the standard index on an annual basis. Regarding the organisation of work in the Czech Republic, the time profiles are much less diverse. On average, 10 to 20% of the salary is variable (bonus on individual objectives for executives and collective for non-executives).

MEASURES IMPLEMENTED

In accordance with the provisions of the French Labour Code relating to annual negotiations in the company, the trade union organisations and senior management met 3 times on 9 November 2022, 28 November 2022 and 14 December 2022. The agreement signed in late 2022 on mandatory annual negotiations in 2023, in the current context of unprecedented inflation, included the following measures:

- A company-wide salary increase of 4% on 01/01/2023 with a minimum of € 150 on a full-time basis,
- A merit-based bonus for groups 1 to 6 between € 0 and € 1600 according to the employee’s annual performance rating,
- Continuation of the success of the Group Savings Plan (PEG) and Group Collective Retirement Savings Plan (PERCO) and renewal of the matching contribution principle for the Collective Retirement Savings Plan. The 2023 contribution level was the same as that in 2022,
- Increase of variable pay elements as well as individual contractual bonuses for executives and target commercial bonuses of 4%.

With regard to the revision of the conventional minima of the LEEM (France’s pharmaceutical industry trade association), LFB will apply a rate of revision of its internal minimum wage scale, as negotiated and implemented in 2018, in order to maintain a difference of 3% above the “minimum professional salary» grid published in Addendum I of the National Collective Agreement for the Pharmaceutical Industry.

For the Europlasma subsidiary in Austria, the salary increase for 2022 follows the branch collective agreement. Some employees (for example doctors, centre directors, various other national directors) can be granted a raise above the average.

In the Czech Republic, remuneration remains highly individualised. The salaries of doctors and nurses are still negotiated individually according to the labour market and available budgets.

RESULTS

- 4% general salary increase (with a minimum of € 150) on 01/01/2023.
- A merit-based bonus for groups 1 to 6 (between € 0 and € 1600 according to the employee's annual performance rating).
- Increase of variable pay elements as well as individual contractual bonuses for executives and target commercial bonuses of 4%.

KEY PERFORMANCE INDICATOR (KPI)

PAY RAISES IN 2022

	France (2023)	Austria	Czech Rep.	LFB USA
Annual raises	4% (minimum of € 150 for full time)	3%	5%	3%

3.3

WORKPLACE

3.3.1. EMPLOYEE HEALTH AND WELL-BEING

CHALLENGE

Challenges related to the health and safety of employees are an absolute priority for LFB and are at the heart of its corporate culture. LFB strives to provide a safe and fulfilling work environment. It is essential for LFB to provide its employees with a working environment that promotes motivation and commitment. Motivation is developed or maintained, among other things, if employees find meaning in their activities and if the quality of life at work and working conditions are satisfactory.

POLICY

In terms of health, safety and well-being at work, LFB has adopted a proactive policy based on the promotion of collaborative working conditions, job retention and the prevention of psychosocial risks.

MEASURES IMPLEMENTED

1. Remote work

LFB concluded an agreement relating to permanent remote work for all of its employees in France whose position is eligible, allowing them to work up to two days per week from their home, or from another place declared in advance, thus reducing their transport time. This agreement also contributes to a better work-life balance and provides organisational flexibility for teams. As of 31 December 2022, 899 employees had set up a regular remote working contract addendum.

2. Actions to fight absenteeism

The prevention plan and its actions to fight absenteeism as implemented in 2021 have been extended in 2022:

- Detailed analysis of results in order to better target the causes,
- Reinforcement of communication on the absenteeism numbers for each sector,
- Definition of a process to be followed for employees / managers in the event of absence, covering the following elements:

- Thoughtfulness and respect,
- Reintegration discussion,
- Maintaining contact with long-term absentees.

- Proposal of an adapted job position to allow for work in the event of a pathology or following a work accident,
- Training of management and elected representatives in this process and in the legal constraints of absenteeism (rights and duties of employees and the company):

- Monitoring of the most sensitive situations with managers,
- Regular meetings based on statistical indicators (such as the Bradford factor) on the actions to be implemented to better understand individual and collective situations.

3. Prevention of psychosocial risks

LFB has set up a listening and support platform for employees:

- “Hope Expert” is a platform that offers telephone and video support. Calls are confidential and appointments are made via the website <https://hopecoachs-lfb.youcanbook.me>,
- In addition, collaborative work is underway with members of the site Health, Safety and Working Conditions Committee (HSWCC) in Les Ulis with a view to proposing a support mechanism in order to support managers and employees experiencing collective changes.

4. Culture and values

To meet this challenge, LFB takes initiatives to:

- Make its unique corporate culture more visible and understandable,
- Draw links between the medicinal products we manufacture and our patients, to give meaning to our activities,
- Offer employees services or events that improve their daily lives.

OTHER INITIATIVES

- Strengthening of the partnership with the IRIS association, which supports patients with primary immunodeficiencies and their families,
In April 2022, 322 employees working on all of LFB’s sites in France took part as a team in the connected race organised by the association. 16,905 kilometres were covered, on foot or by bike, by the 35 LFB teams created for the initiative. The company managed and paid for the registrations.

- Continuation of the use of the United Heroes application with the organisation of a new challenge «Let’s move for patients with haemophilia», in November 2022, which enabled the 1,040 employees registered around the world to move for the World Federation of Hemophilia (WFH) and the French Association of Haemophiliacs (AFH). Throughout the month, each sporting event or well-being initiative earned points which, converted into euros, enabled LFB to make a donation to the two associations.

LFB’s financial commitment to United Heroes totalled €35,000 in 2022.

And again in the spirit of improving the well-being of employees and to promote physical exercise and participation in sports, LFB continued in 2022 to provide access to a gym near the employee’s site at a reduced cost (almost one half of the subscription is covered by LFB). The staff of the Les Ulis site have direct access to a dedicated, equipped fitness facility which also offers group lessons.

At the end of October 2022, 110 people were registered with the fitness club in Les Ulis, 19 in Lille, 16 in Alès and 2 in Arras. LFB’s financial commitment for the fitness club and external subscriptions totalled around €55,000 in 2022.

A first blood drive with the French Blood Authority was held on 14 February 2022 at the Les Ulis site. 80 employees were able to donate blood during their working hours. In 2023, 3 new dates have been set for this operation.

The communication campaign on LFB’s 5 values in France continued:

- Display of the values at all sites,
- Distribution of cups showing the values to all staff and newcomers,
- Organisation of a teambuilding initiative on the company’s values for new employees to help them understand and integrate the values upon their arrival.

Lastly, an Open Day at the Arras site was held on Saturday 19 November for all Arras employees and their families. In total, 340 participants came to discover the plant with guided tours and a host of other activities (manual activities, games, food trucks) in a convivial environment.

3.3.2. SOCIAL RELATIONS

CHALLENGE

Senior management remained focused on preserving good social relations within the Group. Respect for and attentiveness to employees and their representatives have always fostered a constructive climate. LFB was thus able to preserve the trust of its employees by establishing continuous transparent social dialogue.

POLICY

LFB always works to encourage direct dialogue and collaboration at all Group sites and this desire is supported by a coherent and dynamic social policy.

MEASURES IMPLEMENTED

1. Organisation of social dialogue

The representative bodies of the LFB France ESU (Economic and Social Unit) are organised as follows:

- A site SEC (Social and Economic Committee) for each scope (Hauts de France and Les Ulis/Alès) with a site Health, Safety and Working Conditions Committee (HSWCC),
- A central SEC with a central HSWCC,
- A Group committee,
- Monthly site SEC meetings, and 14 central SEC meetings in 2022, 9 of which were in addition to the planned number.

2. Assessment of collective agreements

The commitment to constructive social dialogue led to the signing of collective agreements as the basis of our social policy:

- Mandatory annual negotiations,
- Collective Retirement Savings Plan (PERCO) addendum,
- Addendum to the Group savings plan.

RESULTS

INTERNAL MOBILITY WITHIN LFB (PROMOTION)

	LFB France	Europlasma	LFB USA
Number of group changes in 2022	115	11	49

- **100% coverage of entities for employee representative bodies** in France (all French sites have an SEC)
- **3 collective agreements signed in 2022** (10 signed in 2021 in France).
- Prevention and reduction of absenteeism in Austria: **1710 days of absence in 2022 (versus 4389 in 2021).**
- Prevention and reduction of absenteeism in the Czech Republic: **2459 days of absence in 2022 (versus 3279 in 2021).**
- Promotion of physical exercise and sports: **147 people recorded in the France scope, i.e. 7% of the workforce in France.**

KEY PERFORMANCE INDICATORS (KPIs)

For LFB in France:

- **5.96%: promotion rate** (number of group changes in 2022 (115) / mean permanent workforce (1929.58), compared to a rate of 6.41% in 2021.
- **6.40%: overall absenteeism rate for France** (includes all causes of absence, illness, work accident, maternity, etc.), compared to a rate of 5.30% in 2021.

ABSENTEEISM AT LFB			
	LFB France	Europlasma	LFB USA
Overall absenteeism rate in 2022	6,40%	7,70%	NC*

*: NC: Not Communicated

For the Europlasma and LFB USA subsidiaries: group change rate for Europlasma and LFB USA corresponds to any vertical change (promotion or downgrading).

- **4.71%: group change rate** at Europlasma (number of group changes in 2022 (11) / mean permanent workforce (233.66), compared to a rate of 1.93% in 2021.
- **26.34%: group change rate** at LFB USA (number of group changes in 2022 (49) / mean permanent workforce (186), compared to a rate of 15,38% in 2021.

3.4 HEALTH AND SAFETY AT WORK

CHALLENGE

Safety at work is one of the essential levers of operational performance.

POLICY

LFB is committed to a proactive approach to continuous improvement in the management of professional risks and the culture of prevention. This approach aims to protect the health and safety of the Group's employees and the staff of external companies working at its sites, and to ensure security during its projects by implementing formal processes.

The Group aims to reduce work accidents related to the main hazards identified in the work environments (movements within the facilities, manual operations, chemical projections) by systematising the analysis of the causes with the objective of achieving a frequency rate (FR) below 10.

For the Europlasma subsidiary:

- **Health and Safety in Austria:** the responsibility for the protection of workers is shared by several actors (health and maternity insurance, pensions and work accidents and occupational diseases). The legal basis for the protection of workers is set forth by the Workers Protection Act, and is supplemented by regulations,
- **Health and Safety in the Czech Republic:** In the area of health and safety, workers are represented either by the union organisation present at the workplace or by the elected safety representatives or a third-party service provider who ensures compliance with laws and regulations.

MEASURES IMPLEMENTED

LFB has implemented across all of the Group's sites a process of ISO standard 45001 compliant continuous improvement of its EHS processes. The Industrial department is responsible for the health and safety of employees on the site. Locally, the EHS (environment, health and safety) teams are responsible for preventing EHS risks, complying with regulations, and overseeing measures to ensure employee safety, awareness and training.

Strengthening the safety culture in all managerial lines promotes the involvement of all, through discussions and awareness-raising, which thus facilitates the adoption of rules and instructions by all. The HEALTH AND SECURITY LABEL was rolled out to ensure the conformity of the installations in each project. The objective of the label is to define the procedures for integrating health, occupational safety, environmental and property security requirements. Taking requirements into account within the framework of a harmonised prevention approach serves to eliminate and/or avoid creating additional risks.

In addition, a regulatory monitoring tool has been in place for several years with the goal of ensuring the regulatory compliance of the facilities. Each site assesses its compliance

based on the monitoring provided by this tool. The ESH managers of the production sites meet every two weeks under the supervision of the Group EHS department to share best practices, and tools to ensure optimal results.

The operational departments work to share all adverse events (including near-accidents) and to ensure that dangerous situations are immediately corrected. Specific measures aim to reduce the causes for accidents and are monitored and reviewed on a monthly basis during Site Executive Committee meetings. The frequency and severity rates of workplace accidents are monitored at the level of each site and consolidated at the Group level. The consolidated indicators are shared on a monthly basis by the EHS department with the EHS teams.

RESULTS

- In 2022, **22** accidents with lost time were recorded, versus **41** in 2021. **80% of accidents** occurred in the industrial sector and particularly in production.

- For the Europlasma subsidiary: **1** accidents with lost time a recorded in 2022(FILLED/).
- For the LFB USA subsidiary, **no accidents** with lost time were recorded in 2022.

SANTÉ ET SÉCURITÉ 2022

	LFB France
AAA	22
ASA	27
TF1	5,67
TF2	12,62
TG*	0,08
AAA EE	22
AAA TR	7

SANTÉ ET SÉCURITÉ

	Europlasma	LFB USA
Nombres d'accidents en 2022	1	0

The frequency (FR) and severity (SR) of accidents in France are calculated based on the theoretical number of hours worked. This theoretical number of hours worked does not include overtime or additional hours worked, or vacation days taken during the period.

AWLT TR: Commuting accident by LFB employee with lost time
FR1/2: Frequency 1 or 2 (over 12 rolling months)
AWLT: Accident by LFB employee with lost time
FR1: Number of accidents with lost time per million hours worked

AWLT EC: Accident with lost time by external company (including temporary workers)
FR2: Number of accidents with and without lost time per million hours worked
AWOLT: Accident without lost time
SR: Severity

KEY PERFORMANCE INDICATORS (KPIs)

Work incident indicator (accidents or medical leave):

- **-46.34%** work accidents with lost time (AWLT) compared to 2021.

- An improved **FR1** frequency indicator of **5.67 compared to 10.46 in 2021.**

CHALLENGE

Training and development of employee skills remained an important objective in 2022 that served to support the Group's overall transformation strategy. In order to better support its development strategy, this department was restructured to meet the challenges of tomorrow and improve its efficiency in terms of skills development for each Expert Area.

Now called the "Development and Career department", it includes 4 units:

- The first focuses on the development of specific industrial professions and is accompanied by a team of internal trainers,
- The second works to develop Expert Areas at the headquarters and in support,
- The third forms an Innovation centre and focuses on developing new training materials,
- And finally the last works on Internal Mobility and Career Management. The last unit aims to anticipate and facilitate internal mobility within the Group.

POLICY

In 2022, the Development and Careers department continued to support the company's overall strategy with collective and individual development actions in line with the Group's development objectives and more particularly within the framework of our future plant in Arras.

Actions were implemented to improve and consolidate the Group's transformation at all sites, such as:

- Initial focus on Individual Development plans, which have been simplified and better take employee career development and internal mobility wishes into account,
- Discussions between the employee and manager on development objectives to define: one or two specific skills among the nine identified, either to be reinforced or to be acquired. This results in a development path which can be reviewed and adjusted throughout the year,
- Subsequent focus on mobilising Top management to work on the growth levers of tomorrow,

Thus, the need was clearly identified to support employees to adopt a common project management methodology. A comprehensive 3-year Project Management development course was built and includes 3 learning levels. The «Essential» level 1 module was designed in 2022 and, based on the pilot carried out, will be rolled out more widely in 2023.

Lastly, LFB continued its active recruitment policy for all of the Group's sites with the integration and training of new integrated employees. The content and duration of the "onboarding" sessions were also revised to make them more operational. Investment in development remained at 1.68% of the total payroll. This continues to be an important investment for the Group, which is keenly aware of the importance of supporting the skills of its employees.

MEASURES IMPLEMENTED

The Development and Career department continued to:

- Develop new collaborative training materials as well as new pedagogical approaches,
As for the new pedagogical approaches, some training modules have been revised to include virtual reality and 360° Learning in the modules for industrial use. This new approach will optimise the duration of training and reduce hands-on training in certain areas such as aseptic zones, for example,
- Extend the feedback culture to all LFB employees, which helps improve collective performance based on excellence and company values,
- Create for all employees a development path around the 2 key skills, Feedback and Teamwork,
- Strengthen investment in language and particularly English to support international development and FDA inspections.

LFB also continues to work on several aspects:

1. Managerial skills

In 2022 we continued to provide managerial support and more particularly for local operational managers in the industrial scope with the deployment of a modular course to support them in their duties. Eventually, this entire course will be implemented on all of our industrial sites.

This year, workshops were also set up on the management of individual performance and employee development.

A 360° evaluation approach was proposed and deployed for Top Management to promote the associated values and behaviours.

2. Digital tools

The Industrial Business Development department continued to develop the use of digital tools, in order to facilitate access to learners at all times and to increase the effectiveness of training. Face-to-face training sessions were transformed into «e-learning» modules, and the Good Manufacturing Practices refresher training campaign for all industrial employees (i.e. approximately 1,500 people) was held remotely online.

Training modules were also modified to integrate 3D video or virtual reality tools, to replace face-to-face training in the Workstation, which limited access to facilities to reduce the risks of microbiological contamination and optimise tutor working time.

Over this year, as part of the launches of new medicinal products, all the training courses designed for the sales teams both in France and internationally were carried out remotely with digital tools such as, for example, «stratgames» or even sessions led in the form of a game by fictional characters.

3. Quality

LFB, always mindful of the quality of the medicinal products it offers to patients, continues to invest heavily in professional training on quality (GMP, Data Integrity) for all of its employees at the various industrial sites.

Every year, Good Manufacturing Practice (GMP) training campaigns are held for 2 types of population, the first being Top Management and the second being all employees and managers involved in GMP activities. Rigorous control mechanisms are in place to verify the degree of mastery of GMP standards. This year in particular, LFB worked in partnership with IFIS to implement a Visaepharma tool to assess 500 management employees for their degree of mastery of GMP. The results identified areas for collective or individual improvement and pointed out those aspects of the reference documents that are currently well mastered.

This body of annual training and assessment sessions demonstrates that LFB is firmly anchored in a process of continuous improvement.

New training modules are also created or updated each year, and were focused more particularly this year on support of our new plant in Arras.

Control of the training activity was strengthened through the implementation of indicators, as requested by our internal customers.

A tutor function was developed at LFB to provide practical training in the workstation, as a complement to theoretical training.

This year in particular, trained days were held for tutors in each manufacturing workshop to reinforce the mastery of tutoring processes and teaching methods, and thus enhance the transmission of «Knowledge management» know-how by operators to new learners.

Particular attention was also paid to preparing employees for external audits and regulatory inspections on the various industrial sites.

4. Scientific expertise

To support the growth policy in France and internationally, the scientific trainers built and implemented complete training programmes to support the teams in the field and in the subsidiaries on scientific and medical issues for the launch of new medicinal products.

In order to increase versatility in the different learning methods and to support the teams in the field who interact with healthcare professionals, the teams of internal trainers designed «Pathology review kits» to train employees in a more amusing environment, and independently, on the indications of our medicinal products. Continuing education remains a priority for those teams.

RESULTS

- **€ 1.81 million** in total training investments, i.e. **1.68%** of the payroll.
- **42,753 hours** of training during the year within the France scope.
- **2,200 employees** trained at least once (permanent - fixed-term - work-study contracts).

KEY PERFORMANCE INDICATOR (KPI)

TRAINING DATA - FRANCE		
	2022	2021
Total training investment in €	€ 1.81 million	€ 1.52 million
Number of hours of training within France scope	42,753	45,361
Number of employees trained at least once	2200	2035
Mean number of hours of training per employee	19.43	22.29
	2022	2021
KPI: rate of employees trained at least once / Staff who worked for LFB in 2022	91.55%	89.18%
OVERALL TRAINING EFFORT	1.68%	1.70%

TRAINING DATA - INTERNATIONAL		
	Europlasma	LFB USA
Number of training sessions in 2022	77	10

Calculation of the KPI: Percentage of employees trained at least once in 2021 / Staff who worked for LFB in France during the year (Total workforce at 31/12/2021 + arrivals under all contracts in 2022); (2403) X100.

The overall training effort is defined by the investment that the company attributes to training in relation to its payroll. In 2022 it represented 1.68% of the payroll.

Training effort = Investment in training / payroll.



4

ENVIRONMENTAL
ISSUES

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future

SUSTAINABLE USE OF RESOURCES

This challenge for the sustainable use of resources is related to the section of the management report on industrial, professional and environmental risks.

4.1

WATER CONSUMPTION**CHALLENGE**

Water is an abundant natural resource necessary for life and the company's mode of production. It is mainly used by LFB for production. LFB's sites use only tap water. The total water consumption described in the NFPS concerns only the production buildings within the France scope (excluding on the building site of the new Arras plant).

POLICY

LFB's environmental policy aims to minimise the impact of the Group's finished medicinal product and pharmaceutical active substance manufacturing activities (from production to distribution) on the environment. Its environmental policy is linked with its industrial priorities.

The impact of the Group's French production operations on its ecosystems is monitored by the progressive introduction of monitoring and improvement processes based on environmental indicators. Inputs (raw materials, energy, water, for example) and outputs (emissions, effluents and waste) are all indicators monitored according to the volume of plasma consumed or contract manufacturing volumes for the Alès site (CDMO, contract development and manufacturing organisation: pharmaceutical subcontractor), turnover, the number of product vials released, the number of employees or the surface area of the sites.

The objective of the policy pursued by LFB at the industrial level is to maintain or improve its performance indicators by deploying actions on each of the sites.

MEASURES IMPLEMENTED

■ **The main action taken by LFB** was to guarantee that all used water discharged does not contain any environmentally-hazardous molecule (e.g. endocrine disruptor). In 2020, investments were made in industrial renovations at the Lille site to capture triton-containing waste in effluents before discharge. This long-term initiative at the Lille site allowed for the recapture of several tonnes of triton-containing hazardous waste since 2021, and that waste was then sent on for reprocessing.

■ **At the Les Ulis site**

Water consumption is only connected with production on the site. The project to set up a new purified water production system was finalised in the first half of 2022, and generated occasional overconsumption at the end of the qualification operations. Since September 2022, the Les Ulis site has had a production capacity of 60 m³/hr of purified water with a yield of over 90%. On the other hand, since 2021, as a follow-up to periodic cleaning validation verifications done on our equipment, compensatory cleaning measures requiring, for example, double cleaning of our equipment were carried out to ensure compliance with our cleaning processes. These actions generated occasional increases in water consumption. The return to standard consumption will be spread over 2023 and 2024 after improvement actions aimed at lifting the compensatory measures.

At the end of 2022, the exploratory study on the recycling of effluents was accepted as an industrial project. Quotes for a technical feasibility study have been requested from several service providers.

■ **At the Lille site**

Water is used at all stages of the plant, from conventional use (lavatories, restaurant), to production (cleaning) and utilities (ACTs: Air-Cooling Towers), production of pure steam, maintenance of the WFI loops, chilled water and cooling water for maintenance of the WFI loops.

RESULTS

Water consumption is dependent on production. The quantity of plasma fractionated decreased in 2022 (-7.05% compared to 2021), which pushed water consumption down.

WATER CONSUMPTION AS OF 31/12/2022 (Ulis, Lille, Alès, Carvin)

Volume of water in m ³	Year 2022	Year 2021	Change between 2022 and 2021
TOTAL in Production	497,155.30	655,784.20	-24.19%

KEY PERFORMANCE INDICATORS (KPIs)

■ **-24.19%**: change in total water consumption between 2021 and 2022 in France.

■ **0.580 m³ of water per litre of plasma fractionated** in 2022: the indicator improved compared to 2021 (0.708 m³).

4.2

ENERGIES AND GREENHOUSE GAS EMISSIONS

CHALLENGE

The challenge for LFB, which uses different types of energy for the development and manufacture of medicinal products, is to control energy consumption and greenhouse gas emissions, This will serve to limit its impact on one of the causes of climate change and thus help protect the environment, and achieve financial savings for the health of men and women.

POLICY

The policy aimed at controlling energy consumption in LFB's activities was defined several years ago, and includes the commitment to monitor greenhouse gas emissions and limit the company's impact on the environment. LFB's objectives for reducing its greenhouse gas emissions follow the national low-carbon strategy, with short-term, medium-term (-35% by 2030) and long-term (-80% by 2050) action plans. To follow the announced policy in terms of energy sobriety, LFB must improve its performance and reduce its consumption by 10% by 2024 (compared to 2019, the reference year). LFB also aims to improve the management of its non-hazardous industrial waste by recovering or recycling it.

MEASURES IMPLEMENTED

Energy consumption is recorded regularly for monitoring and analysis purposes. The data in the readings are reconciled with the actual consumption as reported on the invoices.

For the Les Ulis site, two new air compressors were commissioned in 2022 to better guarantee the production of compressed air, while reducing the need for electricity for equal volumes of compressed air produced.

For the Lille site, the interior lighting in the technical areas is gradually being replaced with low-consumption light fixtures. The actual gain achieved since 2019 is estimated at 560 MWh. During maintenance operations, the electric motors used are replaced with IE4 IE5 type high energy performance equivalents. The actual gain achieved since 2019 is estimated at 400 MWh. The cold production units used in a cold plasma product storage room at -35°C, which operated with a high GWP (Global Warming Potential) gas, were replaced with cooling units operating on CO₂. Beyond the environmental gain, the energy savings are estimated at 10 MWh/year.

A new boiler room was built in 2022 and is scheduled for commissioning in the first quarter of 2023. The new steam boiler provides for a 7.5% gain in gas consumption for equivalent production.

The Alès site was equipped with a heat recovery cooling unit (under hydrofluoroolefins (HFOs)) in 2020, the efficiency of which has been visible in 2021 based on the electricity consumption despite an increase in production (electricity consumption reduced by 3.48% in 2021 vs. 2020).

LFB monitors its greenhouse gas emissions in an annual carbon footprint analysis. The objective of this measure is to quantify the carbon footprint of LFB, to identify areas connected with high emissions in order to initiate specific reduction actions.

The positive impact on the energy efficiency of the new facility is around 3%.

RESULTS AND KEY PERFORMANCE INDICATORS (KPIs)

OVERALL ENERGY CONSUMPTION - 31/12/2022			
ENERGIES - France Scope	2022	2021	Change %
Electricity in MWh	55,601.35	57,428.52	-3.18%
Gas in MWh	39,201.40	42,627.28	-8.03%
Superheated water (Steam) in MWh	8199.48	8381.78	-2.17%
Fuel oil (Litres)	12,747	11,835	+7.71%

GHG (GREENHOUSE GAS) EMISSION VARIATIONS								
Conversion of energy emissions into kg CO ₂ eq	Emission factor	Unit	Source: FE	Total for scope	Unit	Value in kg CO ₂ eq in 2022	Reminder of Total kg CO ₂ eq in 2021	Change (%)
Electricity	0.057	kg CO ₂ eq/KWh	ADEME	55,601,346	KWh	3,166,497	3,129,854	1.17%
Gas	0.204	kg CO ₂ eq/KWh GCV	ADEME	39,201,402	KWh GCV	8,006,268	8,706,908	-8.05%
Steam	0.328	kg CO ₂ eq KWh	ADEME	8,199,477	KWh	2,687,789	2,397,189	12.12%
Fuel oil	3.251	kg CO ₂ eq/litre	ADEME	12,747	Litres	41,440	38,476	7.70%
Non-Road Diesel	3.159	kg CO ₂ eq/litre	ADEME	0	Litres	0	595	X
TOTAL (kg CO₂eq)						13,901,994	14,273,022	-2.60%

Since 2021, the reporting scope includes emissions related to tertiary activities (Building A in Les Ulis and Tower W in the La Défense business district).

4.3

WASTE MANAGEMENT

CHALLENGE

Given the nature of its businesses, processes and the values it upholds, LFB strives to deliver its services in compliance with environmental regulations. This is a crucial challenge for LFB and it does everything possible to act in an environmentally-friendly manner and in compliance with regulations.

POLICY

Waste management at LFB consists of taking all necessary measures during the design, arrangement and use of its installations to prevent and reduce waste produced. Waste recovery and reduction are among the environmental objectives pursued by the Group.

LFB has set itself the goal of achieving 80% of its non-hazardous waste recovered or recycled by 2030.

LFB monitors the traceability of the quantities of waste treated from the carrier to the service provider via a computerised system.

Part of LFB's waste is processed for energy recovery after incineration in approved facilities; the other part is sent for recycling, thus reducing the consumption of raw materials such as wood, metal, paper, cardboard, etc.

LFB is a member of the DASTRI ecological organisation that has been accredited by public authorities since December 2012 as part of extended producer responsibility for waste from healthcare activities associated with a risk of infection (DASRI). Towards this goal, LFB funds the collection of sharp objects used by haemophiliacs who self-administer LFB's products in their home.

MEASURES IMPLEMENTED

As part of continuous improvement of waste prevention and management, the Group's sites continued their efforts to improve the sorting of various materials (cardboard, plastic, glass, metal and wood):

- **The installation of new SORTING - VOLUNTARY DISPOSAL** bins in areas of passage (inside buildings), near copy machines and in cafeterias,
- **Optimisation of waste sorting and disposal flows:** LFB has continued to optimise the collection and disposal of general waste,
- **Environmental safety:** continued monitoring of analyses of discharges and effluents, with respect to regulatory specifications.

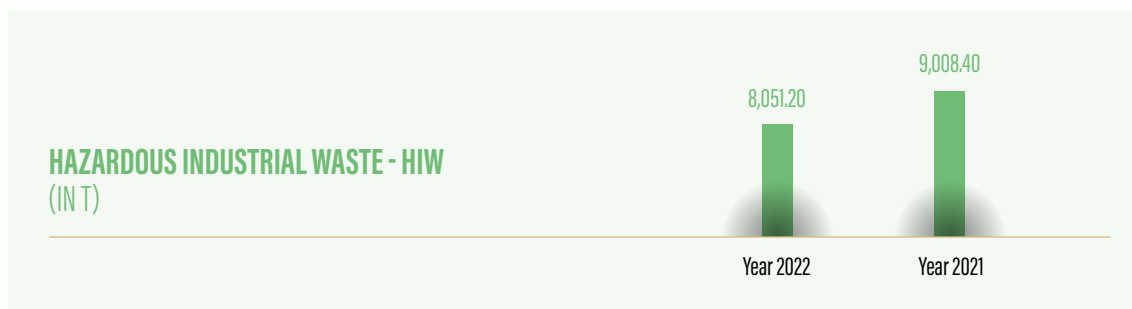
Concerning Volatile Organic Compounds (VOCs) linked to the use of ethanol at the Les Ulis site, the 2022 data confirmed that these emissions are controlled, as consolidated in the Solvent Management Plan (SMP). LFB collaborates closely with institutional authorities (DRIEAT (Regional and Interdepartmental Directorate for the Environment Planning and Transport) in Ile-de-France or DREAL (Directorate of the Environment, Land-Use Planning, and Housing) for other sites in other regions).

Regular inspections are carried out on LFB's classified installations.

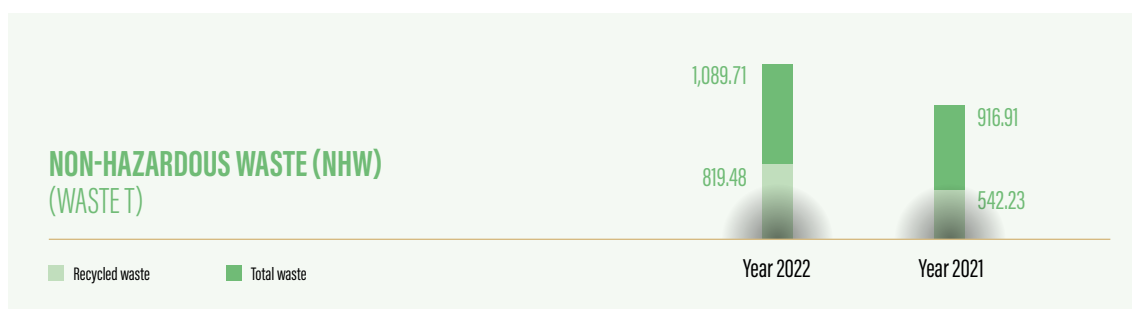
RESULTS OF WORK TO INCREASE RELIABILITY

- **1 inspection by the DRIEAT (Regional and Interdepartmental Directorate for the Environment Planning and Transport)** of the Les Ulis site was done on 30/11/2022.
- **No violation** of regulatory limits for industrial effluents at the Les Ulis site in 2022.
- Total elimination of the use of triton in our processes.
- **4.59%**: share of uncaptured emissions of VOCs (volatile organic compounds) in the air, which complies with regulatory requirements (less than 15%).
- **8378.07 T**: Total waste in Les Ulis (hazardous + non-hazardous + DASRI) **-6.96%** (9004.62 T in 2021).
- **1543.90 T** (Lille + Carvin) of total waste (hazardous, non-hazardous and DASRI): **-15.48%** (1826.72 T in 2021).
- **26.47 T** (Alès) of total waste in 2022: **-45.53%** (48.60 T in 2021).

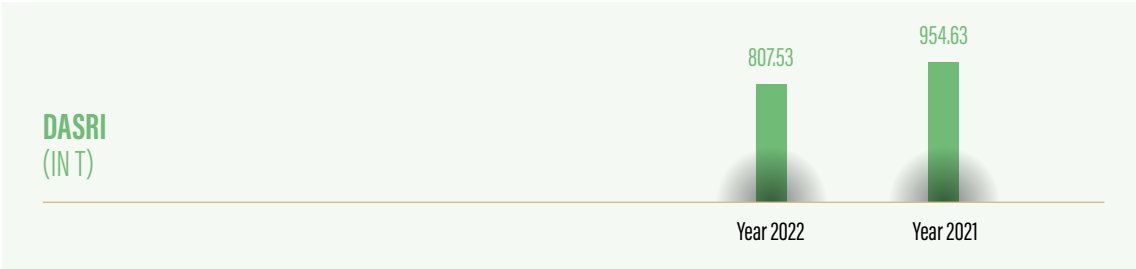
HAZARDOUS INDUSTRIAL WASTE (HIW)			
On 31/12/2022	Year 2022	Year 2021	Change between 2021 and 2022
TOTAL	8051.20	9008.40	-10.63%



NON-HAZARDOUS WASTE (NHW)					
On 31/12/2022	Year 2022		Year 2021		% change between 2021 and 2022 in the Tonnage of NHW
	Waste (T)	Recycled (T)	Waste (T)	Recycled (T)	
TOTAL	1089.71	819.4780	916.91	542.23	18.85%



DASRI			
On 31/12/2022	Year 2022	Year 2021	Change between 2021 and 2022
TOTAL	80753	95463	-15.41%



KEY PERFORMANCE INDICATORS (KPIs)

■ **11.63 kg of total waste** generated **per litre of plasma fractionated** compared to **11.81 kg** in 2021, i.e. **-1.52%** (only the total waste from Lille, Carvin and Les Ulis is taken into account).

■ **6.6 kg of total waste** generated **per vial of product released** (only total waste from Lille, Carvin and Les Ulis is taken into account) versus 6.03 kg/vial in 2021.

■ **75.2% of non-hazardous waste recovered** in 2022 compared to 59.13% in 2021.

4.4

ADAPTATION TO THE CONSEQUENCES OF CLIMATE CHANGE

CHALLENGE

Climate change is a new type of risk that companies must manage. Addressing this challenge requires an economically viable and scalable system, limiting the impact on the environment.

4.4.1. MANAGEMENT SYSTEM CERTIFICATIONS (ISO)

POLICY

In this context, LFB has decided to implement a process to set up an **Environment and Energy Management System** to create a lasting system to improve Environmental monitoring (France scope) and Energy usage (Arras scope: pilot). The SMSE Integrated Management System is part of a quality approach and its vocation is to allow for continuous improvement of the overall performance of the company.

The approach is part of an overall CSR policy. CSR issues are more than ever at the heart of the strategy, with a proactive and ambitious energy policy, pursued in collaboration with all stakeholders.

More specifically, by moving towards ISO 50001, the management of the Arras site has set itself the following objectives:

- Improve energy performance by 3% per year, within an equivalent scope starting in 2025,
- Have visibility of past, current and future energy use and consumption,
- Obtain ISO 50001 certification for the Arras site in 2023,
- Raise awareness and involve all employees in the energy strategy,
- Define relevant KPIs by setting up a metering plan.

MEASURES IMPLEMENTED

To propose and implement sustainable initiatives to improve the lives and performance of employees, by maintaining high quality medicinal product manufacturing processes while controlling the company's impact on the environment.

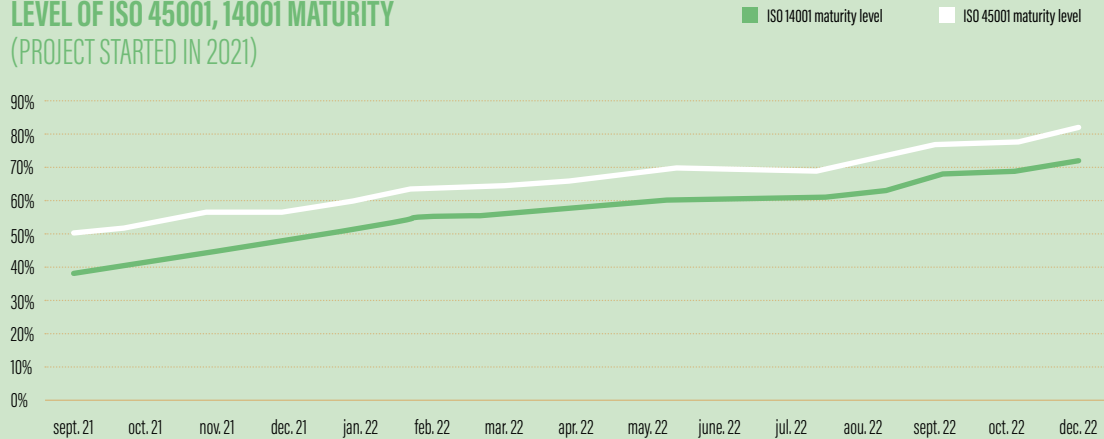
For the company's policy towards an Environment and Energy Management System, several action plans have been implemented in order to develop the approach towards an effective management system and obtain ISO 45001 and 14001 certification in 2023 for all of the Group's sites in France.

In Arras, the actions initiated in 2022 to achieve the objectives of the process towards establishing a management system were:

- Ensure full compliance with legal obligations in terms of Energies,
- Creation of the energy management system,
- Analysis of energy performance on the Arras site for the year 2022,
- Analysis of metering needs,
- Integration of energy into purchasing and maintenance plans.

RESULTS

LEVEL OF ISO 45001, 14001 MATURITY
(PROJECT STARTED IN 2021)



	October 2022	November 2022	December 2022	
Project progress rate for SMSE implementation	53%	53%	60%	▲
Gap Analysis ISO 14001	68%	69%	72%	▲
Gap Analysis ISO 45001	77%	78%	81%	▲
Days allocated	281	281	281	➤
Workgroups	19	19	19	➤
Resources involved	20	20	20	➤
Rates in progress				
Pre-project and Gap analysis	100%	100%	100%	➤
Context / General requirements	90%	90%	90%	➤
Leadership	54%	54%	54%	➤
Actions to address risks and opportunities	38%	38%	38%	➤
Hazards & Risks	100%	100%	100%	➤
Environmental aspects	50%	50%	58%	▲
Compliance obligations	58%	75%	75%	➤
Planning action	30%	30%	30%	➤
Objectives	40%	40%	67%	▲
Awareness	18%	18%	56%	▲
Communication	27%	27%	43%	▲
Documented information	80%	80%	90%	▲
Operational planning and control	14%	14%	14%	➤
Emergency preparedness and response	38%	38%	38%	➤
Monitoring, measurement, analysis and performance evaluation	33%	33%	33%	➤
Internal audit	66%	70%	70%	➤
Management review	50%	50%	50%	➤
Improvement & Corrective action	75%	75%	75%	➤

LEVEL OF ISO 50001 MATURITY

CHAPTERS		PERFORMANCE LEVEL
4	Context of the body	94%
5	Leadership	96%
6	Planning	37%
7	Support	44%
8	Execution of operational activities	9%
9	Evaluation of performance	29%
10	Improvement	100%
Overall Maturity		59%

4.4.2. COMMITMENT TO A LOW CARBON STRATEGY

POLICY

With the national objectives in mind, LFB is committed to minimising its impact on the environment in the short, medium and long term by developing a low carbon strategy.

To meet the challenge of the low-carbon strategy that companies in the APE (State Participation Agency) portfolio must describe in their NFPS, with a schedule of short-, medium- and long-term objectives, LFB has proposed, based on the carbon assessments carried out (Scopes 1, 2 and 3), to carry out concrete actions to work towards reducing its greenhouse gas emissions in compliance with the National Low Carbon Strategy (Article of the Order of 2 November 2021 pursuant to Article 66 of Act No. 2020-935 of 30 July 2020 on amending finances for 2020).

The policy implemented aims to meet the regulatory obligation of the tertiary decree aimed at reducing energy consumption (that induces greenhouse effect emissions) with objectives to be achieved over time for buildings for tertiary use with floor surface area $\geq 1,000$ m².

The energy consumption reduction targets set and monitored by LFB for the policy accompanying the tertiary decree are:

- -40% by 2030,
- -50% by 2040,
- -60% by 2050.

MEASURES IMPLEMENTED

Actions to be implemented under the tertiary decree:

- Better define the tertiary surface areas of the sites,
- Carry out metering of energy used in tertiary vs. industrial areas,
- Acquire a tool to control energy consumption (cf. Arras),
- Initiate an ISO 50001 approach at the Group's sites (cf. Arras),
- Identify and implement energy saving measures.

Strategic low carbon initiatives

The initiatives taken to design LFB's low carbon trajectory were as follows:

- Definition of the organisational scope covered,
- Definition of the emission items covered,
- Definition of the reference year considered,
- Establishment of short-, medium- and long-term "objective" deadlines,
- Selection of the gasses considered,
- Definition of the units used,
- Calculation of LFB's low-carbon trajectory,
- The strategies for achieving the objectives (short term within 5 years, medium term by 2030 and long term by 2050).

Ethanol is the main input for fractionation of the plasma starting material. It generates the largest amount of hazardous industrial waste. Thus, ethanol use must be monitored in order to:

- Optimise its use,
- Increase recovery and recycling,
- Reduce the quantities of VOCs (Volatile Organic Compounds) in effluents, including through monitoring done in the Environmental Management System.

The other actions aimed at reducing the Group's impact in this area were implemented in recent years:

- LFB has video conferencing equipment at the Group headquarters and in its main subsidiaries, including abroad, to limit professional travel by its employees,
- Modernisation of the messaging system to make live meetings possible from the workstation via Office 365 and the Teams application. This upgrade has also reduced LFB's environmental impact through the sharing of links to attached documents instead of multiple electronic messages with attachments sent to several people. This saves time and increases traceability and reliability, which are good for the environment.
- LFB BIOMÉDICAMENTS teamed up with Hospit@lis to provide a web ordering health portal for healthcare establishments in the public and private sectors. Hospit@lis is the only shared interface between healthcare institutions and the pharmaceutical industry and its goal is to optimise the supply chain by making ordering and order processing easier, centralising orders from suppliers and providing for electronic exchange of order forms. (<http://www.hospitalis.org>).

4.4.2.1. MEASURES TO REDUCE EMPLOYEE TRAVEL

POLICY

The remote working policy has facilitated better respect of social distancing and has limited contact with other employees during lockdown periods and epidemic outbreaks. It was rolled out during the Covid crisis to meet health needs. It led to lasting negotiations between the staff representative bodies and Management in order to make this social action permanent and improve safety and quality of life for all.

At the environmental level, the objective of this policy is to sustainably reduce carbon emissions related to home-to-work travel and business travel.

LFB also monitors the vehicles in its fleet by renewing it with more efficient vehicles that are better in keeping with its environmental policy. **The HR policy on company vehicles was overhauled in 2021 to incorporate environmental considerations.**

MEASURES IMPLEMENTED

LFB facilitates carpooling between employees and between companies: this system has been implemented at the Les Ulis site, in particular due to its distance from a train station and the near absence of public transportation. A carpooling system is in place at the Les Ulis site and is managed by a smartphone application, allowing each user to contact "a driver" going to the same area of activity at the time of their departure (formerly OuiHop, now Ecov). This system makes it possible to get home in the evening outside the operating hours of public transport or the LFB shuttle. For the Lille intercity site, a study of commuting needs revealed that the site is served by a large number of existing means of transport due to its proximity to the EFS (French Blood Authority), a hospital and an institute of higher learning (Lille Institute of Political Studies): metro, tram, bus. Employees get to the site by bicycle or scooter. A room has been set up to park them. Downloadable applications for connected carpooling have been proposed to employees. These applications have been recommended by the Chamber of Commerce and Industry of the Hauts de France regional and the European Metropolis of Lille.

An LFB shuttle is provided to Group employees to drop them off at the nearest station or pick them up according to a set schedule.

The General Resources unit offers employees vehicles that comply with the regulations on g CO²/km emissions (on grey card), by reducing the engine power of thermal vehicles, or by offering rechargeable hybrids whenever possible (the number of which has increased each year within the fleet of company vehicles).

A personalised study of driving habits is carried out at each new allocation or renewal, to define the appropriate motorisation that meets ecological and economic criteria. The number of vehicles has increased slightly in the past 3 years:

- In 2022 LFB continued the efforts made in 2021 and provided employees with charging stations in the car park for hybrid or electric vehicles, thus continuing its policy to promote the transition of its car fleet and reduce its impact on the environment:

In Les Ulis (23 stations in total):

- **12 free access** electric charging stations for electric or hybrid vehicles which were already operational in previous years,
- **+ 11 additional stations** were put into service in 2022: 7 in the basement of Building A, the headquarters building at the Les Ulis site, and 4 in the parking lot of Building B for production.

In Lille / Carvin (8 stations in total):

- **6 free access electric** charging stations for electric or hybrid vehicles which were already operational in previous years,
- **+ 2 additional stations** were put into service in 2022 at the Carvin site.

In Arras:

- The various site constraints prevented the installation of electrical stations, as the definitive parking lot for employees (not currently built) will ultimately need to be moved to another side of the site. The stations can therefore only be installed once the parking lot is completed.

In Alès:

- The car park is outside of the LFB Biomanufacturing compound and the project is under consideration.

4.4.2.2. MEASURES TO REDUCE THE USE OF PHOTOCOPIES

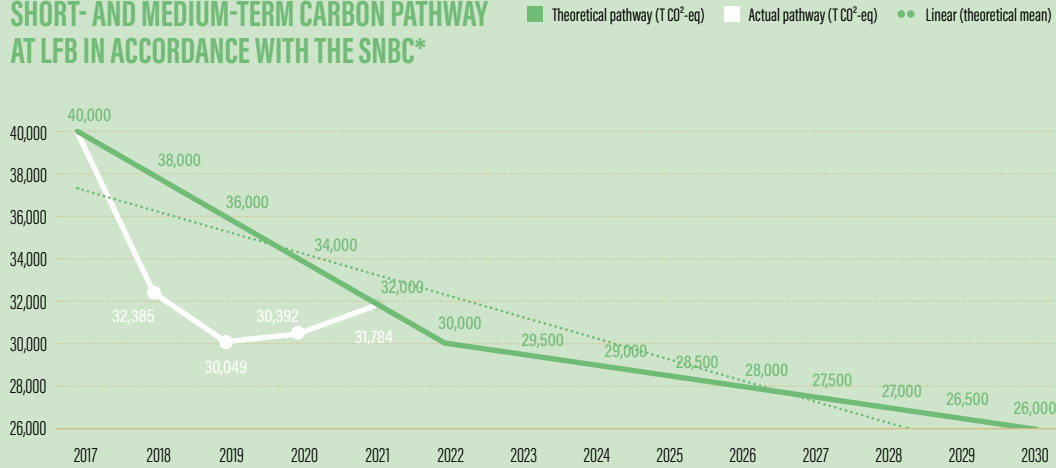
The strategy to reduce paper consumption by actively reducing the use of printers, copiers and “all in one” fax machines pre-programmed for double-sided and black and white printing was extended to all French companies back in 2015. From 2016, information on the consumption of sheets of paper was collected and the policy implemented with the aim of reducing the use of paper has achieved its objective. With a **net decrease of 39.33%** in 6 years for all print-outs. **The digitisation of documents** (archives, orders) has further amplified this spectacular drop. The rate decreased between 2022 and 2021. The sheets of paper used come from sustainable forests and the supplier is ISO 9001, ISO 14001, OHSAS 18001 and FSC (ForestStewardshipCouncil) and EU Ecolabel certified.

RESULTS

- **1575.26 m³ of undiluted ethanol** delivered in 2022 for plasma fractionation (1705.6 m³ in 2021).
- **13 rechargeable hybrid vehicles** among the 116 company vehicles (including 3 utility vehicles) in LFB's fleet (period from 1 January 2022 to 31 December 2022). More than 30% of vehicle changes in the second half of 2022 were for plug-in hybrids.
- **13 additional electric vehicle charging stations** installed at all sites in 2022.
- Achievement of the objective to reduce paper print-outs between 2016 and 2022 equivalent to a reduction of **45.2 T of CO₂eq since 2016**.
- **Results of emissions by LFB item (in T) and variations between 2020 and 2021.**

	2021	2020	DIFFÉRENCE
Energy	14,430	13,998	3.09%
Travel	3265	3172	2.93%
Inputs	5801	4874	19.02%
Freight	2495	2898	-13.91%
Refrigeration fluids	2875	3127	-8.06%
Waste	2365	1814	30.37%
Packaging	553	509	8.64%
Total	31,784	30,392	4.58%

SHORT- AND MEDIUM-TERM CARBON PATHWAY AT LFB IN ACCORDANCE WITH THE SNBC*



NUMBER OF COMPANY VEHICLES IN LFB'S FLEET AND TONNES OF CO² EMITTED

Period from 01/01/2022 to 31/12/2022	Number of company vehicles	Kms travelled	Tonnes of CO ² emitted	Mean CO ² rate (g/km)
ALD	91	1,921,197	271.44	141.29
ALPHABET	32	674,467	79.89	118.45
TOTAL	123	2,595,664	351.33	135.35

NUMBER OF PRINT-OUTS (B&W AND COLOUR) IN FRANCE (LES ULIS, LILLE, CARVIN, ALÈS)

Sheets of paper	2022	2021	2016	Change 2022/2016	Change 2022/2021
B&W print-outs	3,092,000	3,367,000	5,936,978	-47.92%	-8.17%
Colour print-outs	3,731,000	3,622,000	5,309,770	-29.73%	+3.01%
TOTAL (considering 10.22 g CO² per sheet)	6,823,000	6,989,000	11,246,748	-39.33%	-2.38%
CO² emitted (T CO²)	69.7	71.4	114.9	-39.34%	-2.38%

ELECTRICITY SUPPLY CERTIFIED AND GUARANTEED FROM RENEWABLE AND FRENCH ORIGIN IN 2022

French sites		
Les Ulis	Lille/Carvin	Alès
0%	0%	100% in the 6 first months

*SNBC: French National Low-Carbon Strategy.

KEY PERFORMANCE INDICATORS (KPIs)

- **1.85 L of ethanol/Litre of plasma fractionated (1.86 L of ethanol/Litre of plasma in 2021).**
- The **average CO² emissions** of the vehicles in LFB's fleet was **135.34 g/km** (122.2 g/km in 2021).
- Rate of reduction of carbon emissions from paper printing in 6 years: **-39.34% CO² emissions by LFB.**
- In 2022, in France, only the Alès site was certified as using 100% electricity from renewable and French origin for the first 6 months. The green electricity purchasing policy was suspended for financial reasons in connection with the energy crisis.

RESPECT FOR ANIMAL WELL-BEING

CHALLENGE

Patients with haemophilia A or B with inhibitors, due to a factor VIII or coagulation factor IX deficiency, can be treated with Eptacog beta (activated factor VII; trade names: Sevenfact[®]/Cevenfacta[®]), produced and marketed by LFB. This coagulation factor is necessary for the treatment of bleeding in patients affected by these diseases that can have lethal consequences.

The production of the active molecule in the form of a human recombinant protein for the treatment of patients is carried out *in vivo* in farm animals.

All conditions for animal health and well-being are rigorously respected.

POLICY

The use of farm animals to produce the recombinant protein identified as an alternative to human factor VII contained in human plasma is necessary for the treatment of patients with haemophilia A or B with inhibitors. Circulating plasma concentrations of factor VII are not sufficient to treat bleeding because the product is used at extra-physiological doses. Production of the recombinant protein in milk and its harvesting are easy to perform, non-invasive and non-traumatic for the animal.

LFB is recognised for its expertise in the therapeutic areas of immunology, haemostasis and intensive care, with the aim of developing innovative drugs and therapies derived from living organisms.

LFB's facilities that house and care for the animals used to produce milk containing the recombinant protein operate as a breeding and dairy operation. The animal breeding and treatment conditions are subject to strict international regulations dictated by the relevant authorities (FDA, EU, French veterinary authorities). The animal breeding units undergo regular inspections and audits to ensure compliance with these regulations. A specialised team breeds and cares for the animals and ensures they remain in good health, as they are essential to the manufacture of a high-quality pharmaceutical product. In compliance with regulations, LFB and the specialised rabbit breeding team have implemented measures to ensure the health and well-being of the animals.

MEASURES IMPLEMENTED

The rabbits used in the production of the molecule of interest of the medicinal product are unique and represent a significant monetary value for the company due to their singularity and rarity. A calm environment without induced stress allows for optimal stimulation of lactation and milking and better production.

The measures taken include:

- A comprehensive biosafety programme to maintain the specific pathogen free (SPF) status of the breeding facility monitors several conditions:
 - Monitoring of all persons who enter the facility,
 - Use of a bio-decontamination unit to transfer consumables to the facility,
 - A routine animal health monitoring programme.

- A Rabbit Oversight Committee (ROC) meets quarterly to examine the overall livestock monitoring and propose improvement actions for animal well-being. The ROC also continuously monitors the health of the breeding facility and conducts semi-annual inspections of the facilities. The ROC team consists of:
 - Two veterinarians, one employed by LFB and one certified external veterinarian, the person in charge of animal management and the animal handlers,

Additional standardised procedures have been established to maintain and preserve animal health and well-being.

- These standardised procedures concern:
 - Control of animal health and well-being,
 - Controls to ensure an adapted diet,
 - “Behavioural” enrichment (breeding principle that aims to improve the quality of care for animals in captivity by identifying and providing the environmental stimuli necessary for optimal psychological and physiological well-being),
 - Respect and transparency of procedures for the proper treatment of animals,
 - Exercise programmes to maintain the animals in good physical health,
 - Proper handling and adaptation of animals,
 - Compliance with the specific programme for cleaning of the facilities.

RESULTS

The registration dossier for LFB's recombinant activated factor VII (SEVENFACT®/Cevenfacta®) was approved by the FDA in April of 2020 and by the EMA in July of 2022 for the treatment of haemophilia A or B with inhibitors. An indication extension for the prevention of bleeding during surgery has been filed in the United States, and this indication has already been accepted in Europe. Registrations have been obtained or are in progress in other countries. About 30 American patients are now being treated effectively and regularly with Eptacog beta, and the

medicinal product is now available in the United Kingdom and Germany.

The rabbits benefit from a variety of environmental enrichment opportunities, including toys and exercise opportunities. In order to maintain the particular SPF (Specific Pathogen Free) status of the breeding sites, laboratory tests are carried out on a monthly basis, and a test report is produced. **12 health tests (one per month) were carried out in 2022.**

KEY PERFORMANCE INDICATORS (KPIs)

- **100% positive results for SPF tests, maintaining the excellent status level.**



5

SOCIETAL ISSUES

5.1

FAIR TRADE PRACTICES

CHALLENGE

The activities of LFB BIOMÉDICAMENTS consist of the manufacture and sale of plasma-derived medicinal products for use in the fields of Immunology, Haemostasis and Intensive care / Pulmonology.

All of LFB BIOMÉDICAMENTS' products are medicinal products of major therapeutic interest (MITM) as defined by French Act No. 2016-41 of 26/01/2016 and decree No. 2016-993 of 20/07/2016.

These medicinal products are delivered to hospital pharmacies (except for one product sold in retail pharmacies) and are administered in most cases for the treatment of rare or serious diseases such as in emergency situations, in specialised units (haemostasis, immunology, surgery) by healthcare professionals.

POLICY

LFB BIOMÉDICAMENTS undertakes to manufacture and market to healthcare professionals medicinal products that meet the manufacturing criteria and controls as defined in their marketing authorisations (MA) and in accordance with the requirements of Good Manufacturing and Distribution Practices. The MAs are obtained from health authorities after a rigorous and documented evaluation of the manufacturing processes and the benefit-risk balance for patients. LFB's objective is to maintain a high level of excellence in Good Manufacturing Practice to avoid batch recalls.

LFB BIOMÉDICAMENTS also undertakes to provide healthcare professionals with reliable, objective and quality information to support them in the care of their patients and promote good use of its medicinal products in accordance with the therapeutic indications of their MAs.

Finally, LFB BIOMÉDICAMENTS undertakes, in accordance with the law, to inform authorities of any risk of supply tensions and shortages concerning its medicinal products and, if necessary, to take appropriate action to minimise the consequences of any such unavailability.

MEASURES IMPLEMENTED

In the area of medicinal product controls, all batches of plasma-derived medicinal products distributed by LFB BIOMÉDICAMENTS must, by law, undergo additional tests and are released by an independent official health laboratory that issues an official batch release certificate. The medicinal products are released twice, by health authorities and by LFB.

For the purposes of post-marketing surveillance aimed at guaranteeing optimal safety and quality of its medicinal products in accordance with laws in force, LFB BIOMÉDICAMENTS has a Pharmacovigilance, Complaints and Haemovigilance unit that monitors its products.

A pharmaceutical telephone service is available outside of the company's working hours to receive and process any urgent information.

LFB BIOMÉDICAMENTS has set up serialisation of its medicinal products in order to secure the use of its products and to guard against the risk of counterfeit products being used. This measure has been effective since 9 February 2019. In the area of promotional information, LFB BIOMÉDICAMENTS provides promotional information to healthcare professionals through its Hospital Scientific Sales Representatives to assist them in caring for their patients and promoting the proper use of its medicinal products.

LFB BIOMÉDICAMENTS has committed to apply the charter of the LEEM (France's pharmaceutical industry trade association), a charter for information provided by canvassing or prospecting for the promotion of medicinal products, and its medical sales visits have been certified since 2010 ([referentiel_de_certification_ip_mars_2017.pdf \(has-sante.fr\)](#)). This certification of the promotional information was renewed on 13/07/2020 by a new certification body.

A code of ethics has been established. It is handed out during visits of the Hospital Scientific Hospital Sales Representatives to healthcare professionals and is available on LFB BIOMÉDICAMENTS' website under «Commitments to healthcare professionals».

SUPPLY TENSIONS/STOCK SHORTAGES:

LFB BIOMÉDICAMENTS has implemented Shortage Management Plans for all of the medicinal products in its portfolio.

Since 15/09/2021, and in accordance with Decree 2021-349 of 30 March 2021 relating to safety stocks intended for the national market, LFB has set up safety stocks corresponding to 4 weeks for LFB immunoglobulins and 6 weeks for all other LFB products.

In addition, dedicated stocks of products are set aside for emergency situations (medical emergencies, attacks or other extremely serious situations such as natural catastrophes) that can be provided 24 hours a day, 7 days a week via a pharmaceutical on-duty system.

RESULTS

- **2704: SRTs** (Transfusion Network Reports) SRT = quality report from the centres that supply plasma (starting material for LFB's medicinal products) - **(2856 in 2021)**.
- **0: Precautionary measures*** following SRTs (* precautionary measures = blockage of batches of products).
- **0: Cases of counterfeiting** - **(0 in 2021)**
- **31: Complaints** concerning LFB's medicinal products - **(32 in 2021)**.
- **0: Batch recalls (0 in 2021)**.
- **5: Number of PSURs*** (Periodic Safety Update Report: issued by the Pharmacovigilance department) sent to authorities, or concerning about ½ of LFB's products - **(4 in 2021)**.
- **No change:** Change in the Benefit/Risk balance of an LFB medicinal product.
- **5: Stock shortages** concerning LFB's medicinal products - **(1 in 2021)**.
- **14: Number of emergency orders** - **(14 in 2021)**.

KEY PERFORMANCE INDICATORS (KPIs) FOR COMPLAINTS IN 2022

- No change regarding batch recalls: **0 batch recalls** for all medicinal products sold in 2022 and 2021.
- Deterioration of the stock shortage indicator, with **5 stock shortages in 2022 compared with only 1 in 2021**.
- **0 nonconformities observed** during the promotional information certification audit in 2022 (compared to 0 in 2021).
- Complaints indicator: **16.6 per product sold**, i.e. 31 complaints / 1,863,232 units distributed (*NB: for 2021 the figure was 32 / 1,688,254 = 18.9 per product sold*).

5.2

CONDITIONS OF DIALOGUE WITH EXTERNAL STAKEHOLDERS

LFB is a French company specialised in the production of plasma-derived medicinal products for the treatment of serious and often rare diseases. In France, the French National Agency for Medicines and Health Products Safety qualifies them as “medicinal products of major therapeutic interest”.

CHALLENGE

The two main challenges are compliance with internal and external rules and reputational risks. These are non-negligible risk factors that could have significant negative impacts on the Group’s reputation and image and lead to penalties.

POLICY - ORGANISATION AND GOVERNANCE

To meet these challenges, the Public Affairs unit within the Corporate Affairs department applies the rules put in place by the Compliance department (fight against corruption, relations with patient associations, declaration of relations between representatives of interest and public authorities, etc.).

The governance of interactions between LFB and blood donor organisations and patient associations changed in 2020 with:

- The centralising of budgets and action plans within the Public Affairs department,
- The creation internally of two Committees to interact with patient associations (France and internationally) to discuss requests for funding by patient associations,
- The limiting of contacts with blood donor and patient organisations to the Director of Public Affairs, Medical Directors and Scientific and Medical Affairs department.

Any partnership or sponsorship operation must be presented to the Committee on interactions with patient associations for an opinion before the Group provides funding. The projects are formalised by a contract which specifies the purpose and amount of support.

The rules for the interaction of LFB employees with patient associations were formalised in 2021 in an internal procedure. An annual review of contacts with administrations, ministerial cabinets and elected officials is carried out jointly with the Compliance department.

MEASURES IMPLEMENTED

LFB complies with its obligation to annually declare representation actions of interest to the High Authority for Transparency in Public Life (HATVP), in accordance with the guidelines of the HATVP.

CONTINUED PARTNERSHIPS AND/OR SPONSORSHIPS

CHALLENGE

LFB contributes to improving care for patients with acute or chronic diseases that are often rare and serious, through efforts to raise awareness among healthcare professionals and support for projects led by patient associations. One of LFB's important challenges is to maintain partnership and/or sponsorship relationships with its external stakeholders, despite a difficult financial situation.

LFB promotes the French plasma industry, which means sharing this vision and working together, with its external stakeholders, to serve the needs of patients.

POLICY AND MEASURES IMPLEMENTED

In France, LFB's support is reflected in a financial participation in certain operations carried out by the associations, including the organisation of annual congresses, in accordance with the guides of professional organisations at the European level (EFPIA - European Federation of Pharmaceutical Industries and Associations) and French level (LEEM - France's pharmaceutical industry trade association), and LFB's internal procedures.

It also participates in combating illness and suffering among hospitalised children through support for initiatives carried out by Rire Médecin (Laughing Doctors) in paediatric units and at the homes of young patients.

1. Blood donor organisations

Since its origins, LFB has actively supported blood donor organisations and in particular the French Federation of Voluntary Blood Donors (FFDSB), an association recognised as of public utility. The association federates regional blood donor associations in a national organisation, promotes voluntary and unpaid blood donation in partnership with institutional organisations, contributes to blood safety throughout the chain, participates in the recruitment of donors and volunteers, their loyalty and training of volunteers and finally represents blood donors officially before politicians as well as international bodies. LFB also maintains relationships with other organisations including the UNDSB (National Union of Volunteer Donors Associations of the French Post Office and Orange), the APTSA (Association for the Promotion of Blood Transfusion in the Armed Forces) and the ANCDB (National Association of Railway Workers for Volunteer Donation). In addition to funding some of

the operations of these associations, the Public Affairs department takes part in the organisations' meetings/conferences/seminars in order to present LFB news and promote the French plasma industry.

2. Patient associations

Plasma-derived medicinal products are used to treat a multitude of acute and chronic, serious and most often rare diseases that are mainly managed in hospitals and sometimes at the patient's home. The patients affected by these pathologies are grouped mainly within 5 associations: primary immune deficiency (IRIS), alpha-1-antitrypsin deficiency (ADAAT), peripheral neuropathies (AFNP), haemophilia (AFH) and multiple myeloma (AF3M).

LFB supports patient associations in their missions: educating patients, supporting families, promoting diagnosis, representing patients, promoting blood/plasma donation and supporting research.

3. Public authorities

Though it has the French government as its shareholder, LFB interacts with administrations and ministerial cabinets on its subjects of interest which require the involvement of public authorities. This includes topics such as the impact of the energy crisis and geopolitics and plasma supplies.

4. Professional organisations

LFB is a member of four professional organisations, including 2 in France (Leem and France Biotech), 2 internationally (IPFA and PPTA), one French think tank (G5 Santé) and one competitiveness cluster in the Ile-de-France region, [Medicen](#).

5. Etablissement Français du Sang (French Blood Authority)

LFB also maintains close relations with the French Blood Authority. In 2022, the Corporate Affairs department participated at the request of the EFS in the framework of the Donation Universities initiative and was interviewed by the EFS Occitanie newsletter.

RESULTS

In France, defending LFB's position as a major player in the supply of plasma-derived medicinal products requires continuous dialogue with blood donor and patient associations:







- **Annual meeting of the Committee created in 2019** to bring LFB together with blood donor organisations and patient associations.
- **Support for the action plans** of each of the partner patient associations in France and abroad as well as of French blood donor associations.

The overall budgetary envelope devoted to funding sponsorship and partnership actions was: **€ 272,050 in 2022.**

LFB partnerships and sponsoring by Public Affairs in France and internationally:

- **15 initiatives for patient associations.** (AF3M, ADAAT, AFH, AFNP and IRIS) + 3 plant visits.
- **3 initiatives for international associations.** (IPOPI, WFH and EHC).
- **4 initiatives for blood donor organisations** (FFDSB, APTSA, ANCDB).
- **1 initiative with the Tulipe Association** (other association: Know how to respond to health emergencies).
- **1 initiative with the Rire Médecin (Laughing Doctors) Association.**

Patient associations

					
AF3M	ADAAT	AFH	AFNP	IRIS	Le Rire Médecin
1 contract: 1 initiative	2 contracts: 2 initiatives	1 contract: 4 initiatives	1 contract: 4 initiatives	4 contracts: 4 initiatives	1 contract : 1 initiative
		1 contract without financial transaction: <i>plant visit</i>	1 contract without financial transaction: <i>plant visit</i>	1 contract without financial transaction: <i>plant visit</i>	

International associations

			
IPOPI	WFH	EHC	Tulipe
1 contract: 1 initiative	1 contract: 1 initiative	1 contract: 1 initiative	1 initiative without contract

Blood donor organisations

		
FFDSB	APTSA	ANCDB
1 contract: 2 initiatives	1 contract: 1 initiative	1 contract: 1 initiative

KEY PERFORMANCE INDICATORS (KPIs)

LFB's initiatives in France:

- **+66% initiatives** towards **patient associations** between 2022 and 2021.
- No change in indicator for **international associations** between 2022 and 2021.

- **+33% initiatives** with **blood donor organisations** between 2022 and 2021.

The overall number of initiatives was up by **41.17%** between 2022 and 2021.

Contracting with blood donor and patient associations

Contracts must be signed very early in the year so that associations can start their projects as early as possible in the calendar year. Contracting is preceded by a preliminary decision-making process before the end of the year N-1 (on 31/12/2021). This committee brings together the Operations, Compliance, Legal Affairs, Advertising Control and Public Affairs departments. The committee arbitrates on the basis of documents or information provided by the associations.

The performance indicator most in line with the objective is the contracting period between 1 January and the date of signature, as well as the number of projects submitted to the committee before the end of the year:

- In 2022, the average time to the signing of a contract was **34 days (between the day of entry in Legisway and the day the contract was signed by both parties)**.
- In 2022, out of **8 association projects** submitted to the committee for validation, only **2** were examined before **31/12/2021**, i.e. **25%** of associations presenting a project to the committee.

5.4

PURCHASING POLICY

CHALLENGE

The Purchasing department's policy follows the Group's strategy, and is based on the Supplier Relations charter and its General Conditions for Purchase.

Commitments of the Purchasing department

The Purchasing department has made the following commitments:

- Ensure reliability of purchases from a panel of competent and competitive suppliers,
- Secure the procurement of Group supplies to ensure the continuity of production,
- Improve administrative, financial and contractual flows,
- Contribute to the control and improvement of the financial performance of LFB,
- Ensure that all purchases (materials and services) are properly authorised, evaluated and accounted for within the appropriate period of time,
- Protect the interests of LFB by maintaining long-term relationships with suppliers and service providers and promoting the external image of LFB,
- Include, defend and promote the Group's «Corporate Social Responsibility» (CSR) values in relations with suppliers (Supplier Relations Charter, Duty of vigilance, Sustainable Development, Ethics, Transparency).

POLICY

Responsible Purchasing

To meet the Group's CSR challenges, the Group's Purchasing department follows a Responsible Purchasing approach.

based on the promotion of responsible practices and balanced relations with its suppliers and subcontractors.

Since 2010, the Group Purchasing department has signed the Supplier Relations and Responsible Purchasing Charter (SRRP Charter) led by the Company Mediator and the National Purchasing Council (CNA). This Charter, renamed the Supplier Relations Charter at LFB, was updated in November 2020 to better take into account the 10 good practices of the SRRP Charter in the context of purchasing at LFB.

The 10 good practices range from the principle of ethical affairs to the consideration of environmental issues, and are based in particular on:

- Ethics, fairness, transparency and business loyalty,
- Consideration of social and environmental criteria,
- Development of purchasing from companies in the protected and adapted sector,
- A complete cost approach where possible,
- Purchases favouring local businesses and SMEs,
- Awareness of the principles of Responsible Purchasing.

MEASURES IMPLEMENTED

To further engage buyers in this process, the Purchasing department has made part of the variable compensation of its employees subject to achievement of the following overall objectives:

- Assess in EcoVadis 25 new suppliers and/or service providers, in addition to the 55 already assessed in 2021,
- Improve the Group's EcoVadis assessment score in the «Responsible Purchasing» module compared to the previous year,

- Gradually integrate CSR criteria in calls for tenders for the Arras plant,
- Integrate the notion of animal well-being in the contract of the service provider concerned,
- Sharing of a shuttle for transportation of staff from the Les Ulis site, with companies located near the site.

RESULTS

Overall data and performance indicators for responsible purchasing:

- **€ 361.66 million** covered for purchases in 2022 (€ 214.6 million in 2021).
- **2492** active suppliers in 2022 (2503 in 2021).

These data correspond to purchases made in France, excluding plasma.

Share of purchases from SMEs: 35% in 2022 (40% in 2021) for a target of 40%. As part of its calls for tenders, LFB strives to always include at least one SME. SMEs established near LFB sites are solicited widely.

Average payment time of suppliers and subcontractors of 47 days in 2022 (52 days in 2021). In accordance with the Act on the modernisation of the economy (LME Act No. 2008-0776) of 4 August 2008, LFB undertakes through its General Terms and Conditions of Purchasing (GTCP), to respect the average time for payment of its Suppliers and Subcontractors of forty-five (45) days from the 15th or 30th following the date of issue of the invoice. This period may be reduced, in particular for sectors of the economy for which a specific period applies.

KEY PERFORMANCE INDICATORS (KPIs)

- **58 suppliers and subcontractors** were invited in 2022 to reply to the **CSR questionnaire** on the ECOVADIS platform to be assessed on their degree of CSR maturity.

The table below shows the changes in the purchasing indicators between 2021 and 2022.

ECOVADIS EVALUATION*

Objective of partners as-sessed	25
Partners invited	58
Partners assessed	41
Percentage of suppliers who did not respond to the as-sessment to be contacted to restart the process	12%

PURCHASING INDICATORS	2022	2021
Average payment time* for suppliers and subcon-tractors (days)	47	52
Share of SME purchases in Turnover out of total purchases	35%	40%
Share of purchases from the adapted or protected sector in Turnover out of total purchases	0.10%	X
Percentage of suppliers in France	87%	X
Percentage of buyers trained in responsible pur-chasing	89%	X
Percentage of buyers with CSR goals	89%	X

(*) EcoVadis platform for the year 2022: Results of the EcoVadis assessment by LFB Purchasing.

MEASURES TO COMBAT CORRUPTION

The challenge of corruption is related to the sections of the management report concerning:

- Ethics and compliance risks,
- Risks related to litigation and disputes.

CHALLENGE

In compliance with laws and regulations in force, senior management has committed to implement all necessary actions to demonstrate LFB's ethical commitment to patients, healthcare professionals, its employees, partners and shareholder.

In this context, the prevention of corruption is a major commitment for LFB.

POLICY

One of LFB's 5 values that form the foundation of its corporate culture is «Succeed with Integrity», which advocates for ethical and transparent behaviour, guaranteeing regulatory compliance and preventing and detecting the risks of corruption and influence peddling.

As a pharmaceutical group, LFB is subject to strict anti-gift regulations. This means that LFB has procedures and operational measures in place to prevent and detect all acts of corruption aimed at healthcare professionals in particular.

In accordance with the French Sapin 2 Act, LFB's Executive Committee has put in place a corruption prevention plan led by the Legal Affairs and Conformity department. The Executive Committee has entrusted the deployment and supervision of this programme to its Corporate compliance department.

MEASURES IMPLEMENTED

LFB performs corruption risk mapping and has an anti-corruption code of conduct and a procedure for assessing the integrity of third parties. A professional whistleblowing line is also available to employees and stakeholders to report facts or conduct that are contrary to its values and principles, as set out in its Anti-Corruption Code of Conduct.

The LFB Anti-Corruption Code of Conduct was updated in December 2022 to take into account the new AFA recommendations. The internal reporting procedure was also updated in December 2022 to incorporate the changes made by the so-called French Wasserman Act which strengthens the protection of whistleblowers.

The CSR Ethics Charter was updated in 2022 and also incorporates LFB's anti-corruption principles.

LFB's third-party assessment procedure assesses the integrity and risks of exposure to international sanctions of third parties working with LFB before any contract is signed.

In terms of training, a compulsory e-learning module on the prevention of corruption has been set up in French for all new managers and employees most exposed to the risks of corruption and influence peddling.

RESULTS

In February 2022, an e-learning course on the prevention of corruption was rolled out in Formavisa for new employees (those most exposed to corruption risks) who arrived in 2021 and 2022 at LFB in France. Out of **85 employees registered**, **85%** passed the training. In addition, Executive Committee members were trained in the prevention of corruption on 9 December 2022 (12 directors).

E-learning on anti-gift laws and transparency of relations laws:

- An e-learning course on the anti-gift laws and transparency of relations laws was rolled out in 2022 on Formavisa for the LFB employees most exposed in France (excluding hospital sales representatives/zone strategic directors). Out

of **116 employees registered**, **97%** passed the training.

- For hospital sales representatives and zone strategic directors, initial training and continuing education are offered on Formavisa. Thus, 2 new hospital sales representatives were trained in these laws as part of their accreditation course and 27 hospital sales representatives and zone strategic directors followed continuing education on the anti-gift laws and transparency of relations laws. **100% of learners passed these training courses.**

Development of a professional alert system

and opening of an alert hotline in 2018:

→ alert-compliance@lfb.fr.

KEY PERFORMANCE INDICATOR (KPI)

Extension of the scope of the performance indicator to compliance training.

- **Indicator: 90% (i.e. 321 people out of 355 targeted)** of the most exposed employees were trained in compliance topics (prevention of corruption, anti-gifts and GDPR) in 2022.

5.6

IT SYSTEM SECURITY

CHALLENGE

By virtue of its status, LFB must protect its information assets and the services essential to its missions. The security of its IT system is a major issue for the Group.

POLICY

General Management therefore published an IT system security policy in 2011, which stems from the Group's security strategy.

It is based on 5 fundamental goals:

- Ensure the appropriate level of availability, integrity, confidentiality and traceability,
- Control risks,
- Comply with laws and regulations in force,
- Follow good practices, applicable norms and standards,
- Follow national guidelines defined by the supervisory bodies.

It is applicable to all Group entities and activities. It takes into account all the human, tangible and intangible resources that contribute to the operation of LFB.

It is associated with an IT charter, as well as operational procedures and measures.

In order to conduct the security strategy with a coherent approach, an organisation structured around decision-making units was created, and consists of a functional chain of command and security committees.

All stakeholders and decision-making bodies are responsible for developing, applying and enforcing the security guidelines resulting from the Group's strategy.

MEASURES IMPLEMENTED

To strengthen the security of its IT system, LFB has carried out the following projects and actions:

- Application of fundamentals throughout the fleet:
 - Management of equipment obsolescence,
 - Management of security updates,
 - Protection of equipment by antivirus/antimalware,
 - Supervision.

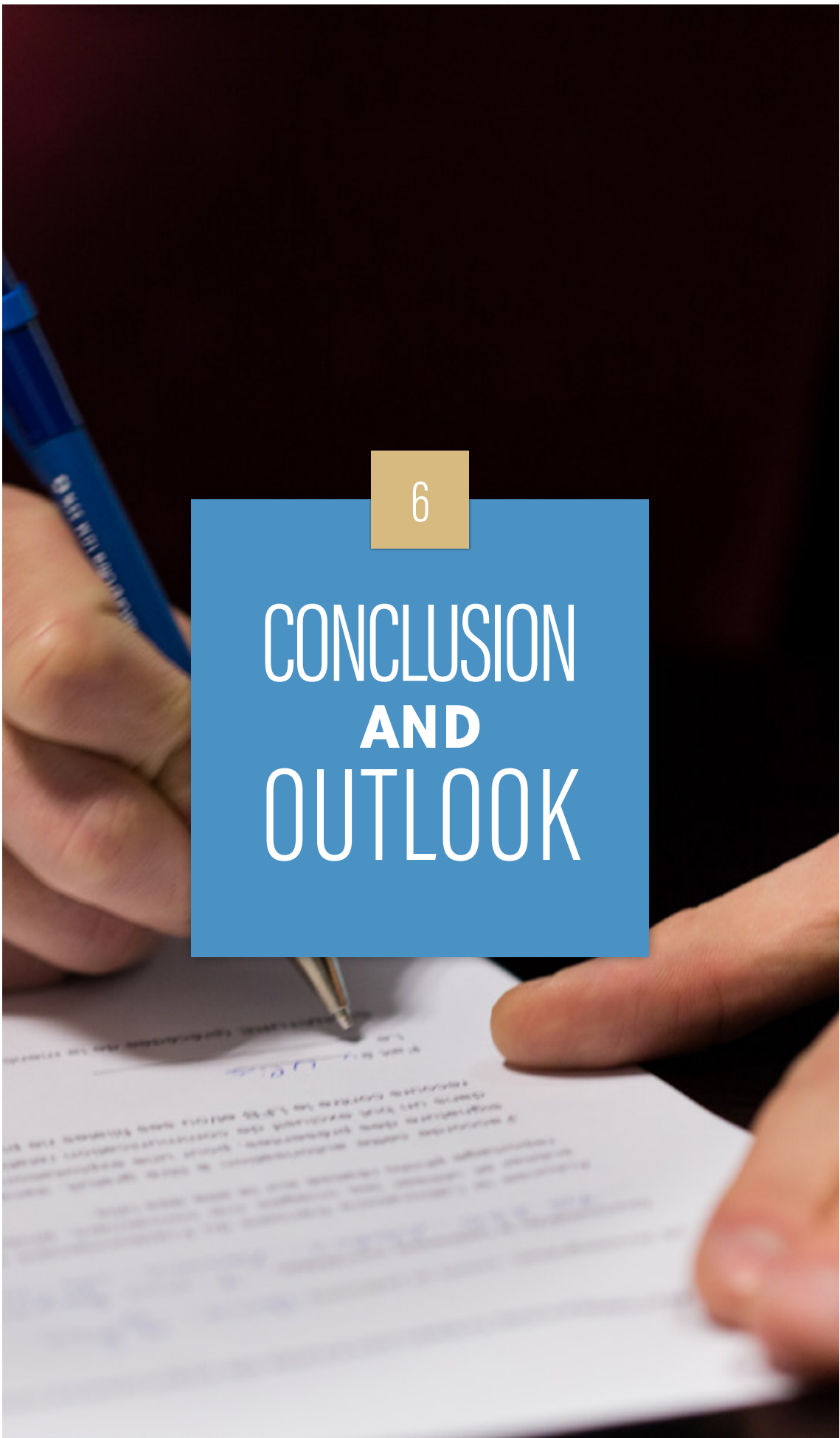
- Network segmentation,
- Consolidation of security events from critical equipment to a SIEM (Security Information and Event Management) for correlation and analysis by an SOC (Security Operations Centre) team. Strengthening of the SOC in 2022 by adding new use cases for security alerts,
- Supervision of data access,
- Deployment of a Bastion server to manage remote access,
- Email threat protection: Antispam/antivirus upstream of emails received,
- Website threat protection: Web gateway for internal as well as external use (remote working),
- Protection of remote links (WAN): deployment of network boxes so as to have a global security policy on all private and public links, while guaranteeing increased redundancy and increased bandwidth,
- Workstation and server threat protection: Deployment in the second half of 2022 of an advanced security tool to detect and block threats, associated with an SOC,
- Internal network threat protection: Deployment of next-generation firewalls at the end of 2022,
- Account takeover (phishing) threat protection:
 - Raising user awareness through e-learning, phishing tests, tutorials, a Cybersecurity web page, regular alerts,
 - Checking for suspicious connections,
 - Deployment of multi-factor authentication at the end of 2022.
- Annual security audit of the IT system with penetration test,
- ISS governance through security committees (creation at the end of 2022 of an IT System Security Management Committee),
- Contracting of Cybersecurity insurance.

KEY PERFORMANCE INDICATOR (KPI)

- **24** confirmed security incidents in 2022.
- **83%** of blocked emails represented a threat in 2022.
- **14%** user failures/users tested with fake phishing in 2022.

6

CONCLUSION AND OUTLOOK



RECOGNISED VALUES

Employees, future hires, customers, and more broadly all external stakeholders can trust LFB: as a socially responsible company and in keeping with its values, LFB seeks to establish itself as a partner of their success and development.

LFB contributes to improving care for patients with serious and often rare diseases, through efforts to raise awareness among healthcare professionals and support for therapeutic education projects for patients.

A SUSTAINABLE DEVELOPMENT CHALLENGE

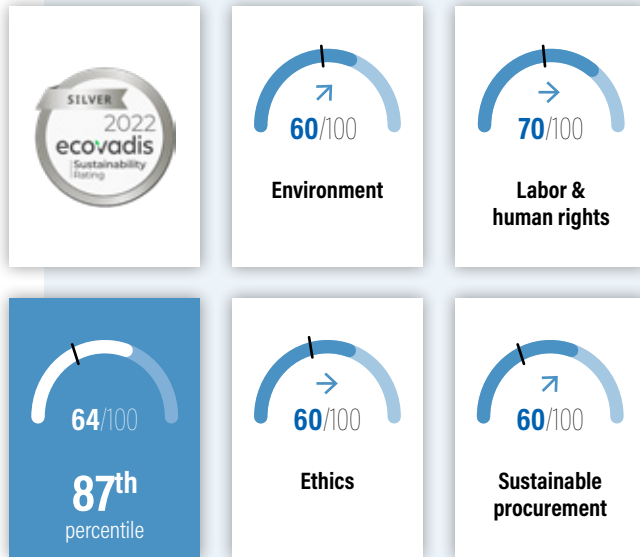
Controlling water and energy consumption, reducing greenhouse gas emissions and managing waste are considered major challenges.

LFB continues its efforts to reduce its environmental impact by complying with the medium- and long-term objectives of its low-carbon strategy. Assessment its carbon footprint annually (complete with Scopes 1, 2 & 3 since 2017) provides a base of information to follow the changes in energy consumption and greenhouse gas emissions as closely as possible, and to identify areas for improvement.

Between 2018 and 2022, LFB's recycling of non-hazardous waste increased by three-fold, from 25% to 75.2%.

LFB's new CSR Charter as published in 2022 presents the company's «10 major commitments» for the coming years.

The CSR Committee will initiate action plans on the company's CSR objectives for 2023, monitor them over the years to come to improve the company's efficiency and competitiveness.



**FINALLY,
SOME EXAMPLES OF
CSR AWARDS RECEIVED
BY LFB IN 2022 ARE
LISTED BELOW:**

■ The assessment of LFB for its degree of CSR maturity by EcoVadis in the 5 key thematic areas,

■ The general assessment of LFB by EcoVadis has improved: Silver medal,

■ The result of the assessment of LFB for its CSR criteria during the call for tenders by the CAHPP (Central purchasing office for public and private hospitals): A++ label in the Green Index.



A RESPONSIBLE FUTURE

LFB IS WORKING ON ITS STRATEGIC TRANSFORMATION PROJECT AND PREPARING FOR RESPONSIBLE GROWTH IN THE FUTURE.

LFB sees the sharing of its values as the foundation for improving its performance and meeting its long-term goals:

- **Continued prioritisation of industrial activities** to support market growth and reinforce LFB's role as a key player in plasma fractionation. An ambitious industrial investment plan in France to build a new plant in Arras has been implemented. These investments will enable LFB to triple its production capacity to achieve growth and offer its medicinal products to patients. This new plant will also increase France's health and industrial sovereignty in terms of plasma-derived medicinal products,
- **Refocusing its activities on its core business:** plasma-derived or recombinant medicinal products.
- **Consolidation of LFB's leadership in France and selective international development.**

In France, consolidating LFB's leadership involves reclaiming market shares, winning back customers and maximising the potential of its existing portfolio of medicinal products.

This ambition will be based in particular on maintaining a solid commercial presence, focusing on priority medicinal products and customers. **LFB is a major industrial player in France and occupies a very special place within the French plasma industry, alongside blood donors, the French Blood Authority, hospitals and patients. It will help strengthen France's health and industrial sovereignty in terms of plasma-derived medicinal products.**

Internationally, LFB follows a selective strategy by focusing on certain markets with its key medicinal products.

Our goal is to accelerate the development of LFB in the coming years, in order to continue fulfilling our mission: to offer crucial medicinal products for patients suffering from serious and often rare diseases.

In a process of continuous improvement of its CSR performance, LFB continues to strengthen its actions and approach to social responsibility for the years to come. It is fully committed alongside its employees to serving the health of patients.

6.3

REVIEW OF KPIS

INDICATOR	YEAR			
	2019	2020	2021	2022
Quantity of plasma fractionated (L)	698,011	823,446	917,145	852,482.1
Number of batches produced	560	613	742	632
Number of vials produced	1,399,248	1,856,372	1,796,000	1,502,000
SOCIAL				
Number of work-study contracts	33	56	72	100
Gender equality in France	47.3% / 52.7%	47% / 53%	47% / 53%	47.4% / 52.6%
Turnover rate	9.90%	9.62%	8.12%	10.57%
Annual raises	1%	1%	0.90%	4%
Promotion rate	4.88%	6.7%	6.41%	5.96%
Absenteeism rate	5.42%	6.1%	5.30%	6.4%
Number of accidents with lost time	42	27	41	22
Frequency rate (FRI)	12.9	8.2	10.46	5.67
Investment in training	€ 1.54 million	€ 1.52 million	€ 1.72 million	€ 1.81 million
Training hours	37,297	38,058	45,361	42,753
Number of employees trained at least once	1682	1863	2035	2200
Number of training hours per employee	22.17	20.43	22.29	19.43
Overall training effort	1.7%	1.6%	1.7%	1.68%
ENVIRONMENT				
Water consumption in m ³ /€ thousand in turnover	1.46 m ³	1.36 m ³	1.43 m ³	0.95m ³
GHG emissions in kg/€ thousand in turnover	42.71 kg	37.76 kg	31.10 kg	26.54 kg
Waste generated in kg/€ thousand in turnover	27.21 kg	28.88 kg	23.71 kg	18.99 kg
Energy consumed in KWh/€ thousand in turnover	328.81 KWh	292.16 KWh	236.63 KWh	196.90 KWh
Number of paper print-outs	11,246,748 (2016)	6,099,000	6,989,000	6,823,000
% of non-hazardous waste recovered	59.89%	52.78%	59.13%	75.20%
Maintenance of SPF status of breeding sites	X	X	X	100%

	SOCIETAL			
Number of batch recalls	1	0	0	0
Stock shortages	20	7	1	5
Complaints concerning LFB products out of all products sold	X	X	18.9	16.6
Number of nonconformities observed during the promotional information certification audit	X	X	0	0
Number of sponsorship actions by Public Affairs	10	16	17	24
Amount covered by purchases	€ 242.5 million	€ 212.6 million	€ 214.6 million	€ 361.6 million
Number of active suppliers	2343	1937	2503	2492
Share of purchases from SMEs as %	37%	41%	40%	35%
Mean payment time in days	49	49	52	47
Number of employees trained in compliance	48	210	203	355
Number of confirmed security incidents	X	X	X	24
Percentage of blocked emails representing a threat over the year	X	X	X	83%
Percentage of user failures/users tested with fake phishing	X	X	X	14%

**NON-FINANCIAL
PERFORMANCE
STATEMENT**

APPENDIX 2 • 2022



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