

CSR REPORT



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2025 HIGHLIGHTS

Following the definition of its raison d'être in 2024, LFB worked in 2025 to formalise its CSR (Corporate Social Responsibility) strategy, a structured approach to the various projects within the Group. LFB's CSR strategy is a valuable tool to understand the risks and opportunities related to CSR, guide strategy, and meet the expectations of stakeholders.

It was presented to the Central Social and Economic Committee (CSEC) and Strategy Committee of LFB's Board of Directors on 16 September 2025. Information on the Group's commitments can be found in LFB's CSR policy: [LFB reference documents - LFB Corporate](#).

Several uncertainties surrounding the Corporate Social Responsibility Directive (CSRD) adopted by the European Parliament and the Council of the European Union in December 2022 were clarified in 2025. The Content Directive of the Omnibus package of texts, which aims to simplify the CSRD, was presented by the European Commission on 26 February and adopted by the European Parliament on 18 December 2025. The thresholds, effective dates, and insurance requirements were confirmed. For LFB, the effective date is 2028 for the 2027 financial year. Therefore, preparations for compliance continued in 2025.

For LFB, 2025 was a year of unwavering industrial commitment to serving patients:

- Continuation of projects to increase production capacity in Arras
- Transformation of the Carvin site into an alternative packaging facility
- Rollout of the plan to achieve conformity with Annex 1 of Good Manufacturing Practice (GMP), relating to the manufacture of sterile medicinal products at its Lille site
- Implementation of product quota measures in close collaboration with health professionals and institutions.

2025 was also a year of cultural transformation for LFB.

A Culture programme was developed in 2024 to strengthen essential behaviours among all LFB employees. This concerned four behaviours deriving from values that foster a team spirit, high standards, continuous improvement, and integrity in service of collective excellence. In 2025, the programme was launched across all LFB entities. It is implemented locally and integrated into management rituals, key projects, and processes.

In 2025, LFB supported its stakeholders by organising several platforms for dialogue.

In accordance with ethical standards and best practices, LFB remains committed to supporting patients and healthcare professionals. LFB has contributed to the organisation of workshops and symposia on rare diseases such as Von Willebrand Disease and chronic inflammatory demyelinating polyneuropathy at conferences such as that of the SFAR (French Society of Anaesthesia and Intensive Care).



The Arras site celebrated the hiring of its 400th employee under a fixed contract.

As an active and involved player in the French plasma sector, LFB opened some of its industrial sites in 2025 to several donor associations, including the FFDSB (French Federation for Voluntary Blood Donation) and the EFS (French Blood Establishment).

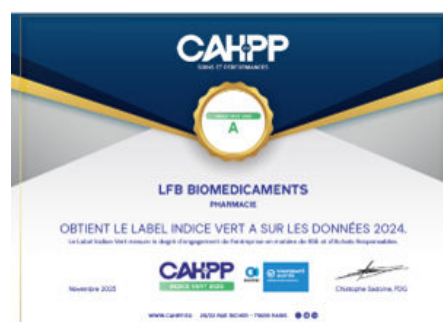
As a company committed to bioproduction, LFB has been a member of the organising committee of the France Bioproduction Congress since its inception. In this capacity, Jacques Brom, CEO of LFB, chaired the 2025 France Bioproduction Congress.

In 2025, LFB was awarded the HappyIndex®Trainees label for the third consecutive year, with an overall score of 4.07/5. 133 interns and apprentices responded to the 100% anonymous and independent Choose my company questionnaire to freely share feedback on their experience at LFB as students.

This distinction illustrates the care that our teams take in the successful integration of student employees, with interesting missions and daily support.



In 2025, for the 10th consecutive year, LFB's sustainable development strategy and CSR maturity were rewarded with the green index label awarded by the CAHPP, Consulting and Referencing (French Central Purchasing Agency for Public and Private Hospitals). Based on its 2024 data, LFB was awarded the Green Index A rating.



In 2025, LFB was awarded a score of 98/100 in the Gender Equality Index, which reflects the effective policy carried out in terms of gender equality.

Parity between women and men at LFB remained stable in 2025 with near parity, at 55.4% women and 44.6% men.



1. ABOUT THE REPORT

1.1. WARNING – CONCEPTUAL AND TERMINOLOGICAL FRAMEWORK

This document uses certain terms that may also be used in the on the publication of sustainability information by companies (Corporate Sustainability Reporting Directive or “CSRD”) and other sustainability reporting regulations or standards. However, the terms and concepts used in this document are distinct from and should not be confused with those defined by the CSRD and the European Sustainability Reporting Standards (ESRS). This report is not intended to meet the requirements of the CSRD and was not prepared in accordance with the ESRS.

In particular, any reference in this document to “dual materiality”, “impacts”, “risks”, or “opportunities” does not constitute a dual materiality analysis as defined by the CSRD and should not be interpreted as such. These terms are used in a separate context, for purposes specific to this document, and with meanings that may differ from those used by the CSRD, ESRS, or the guidelines published by the European Commission or the European Financial Reporting Advisory Group.

Therefore, no comparability should be established or inferred between the concepts, analyses, or information presented in this document and those required or published under CSRD reporting obligations, which are based on different objectives, definitions and requirements.

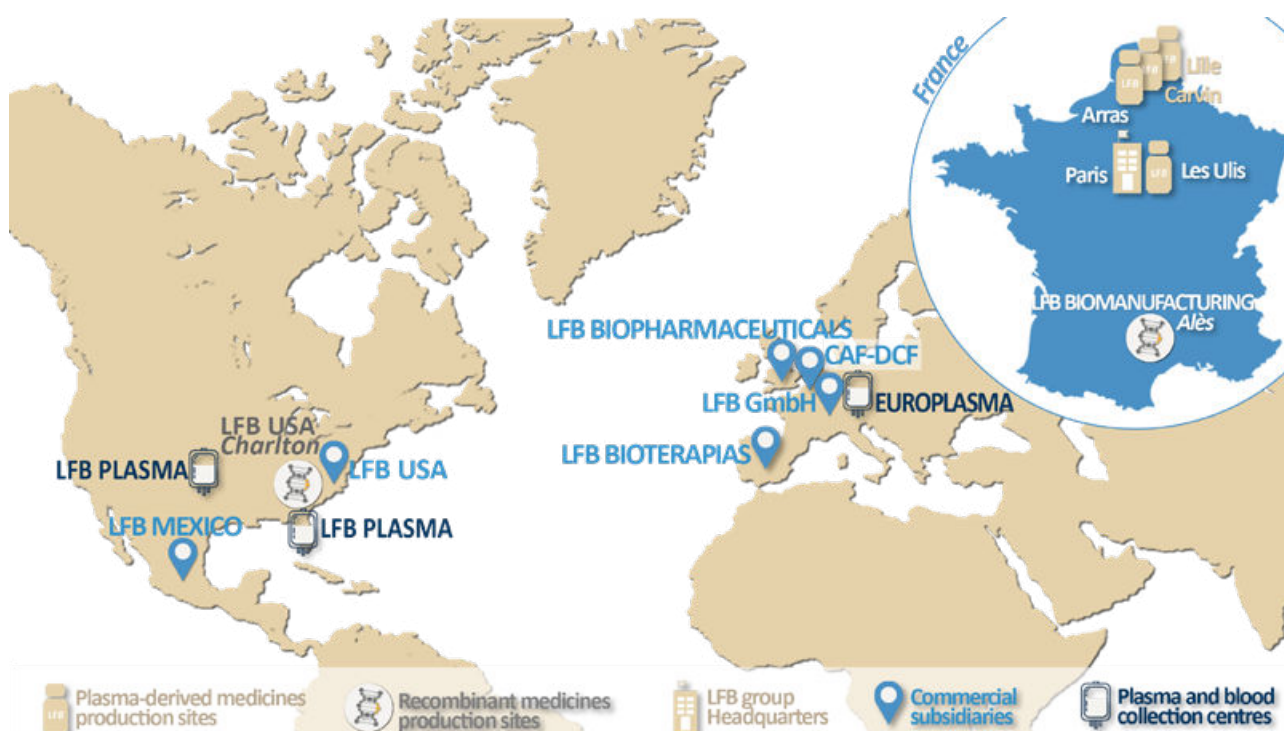
The sustainability information in this report was compiled on a voluntary basis using measurement methods defined by the company in a CSR reporting guideline entitled “LFB REPORTING GUIDELINE FOR THE CSR REPORT FOR THE 2025 FINANCIAL YEAR”, the significant elements of which are presented in “Appendix 3: Methodological Note”. This may limit comparability over time and between entities. Furthermore, the assessment of greenhouse gas emissions is subject to inherent uncertainty, resulting in particular from the estimates, assumptions, and emission factors used, which are based on still limited available scientific knowledge.

1.2. GROUP STRUCTURE

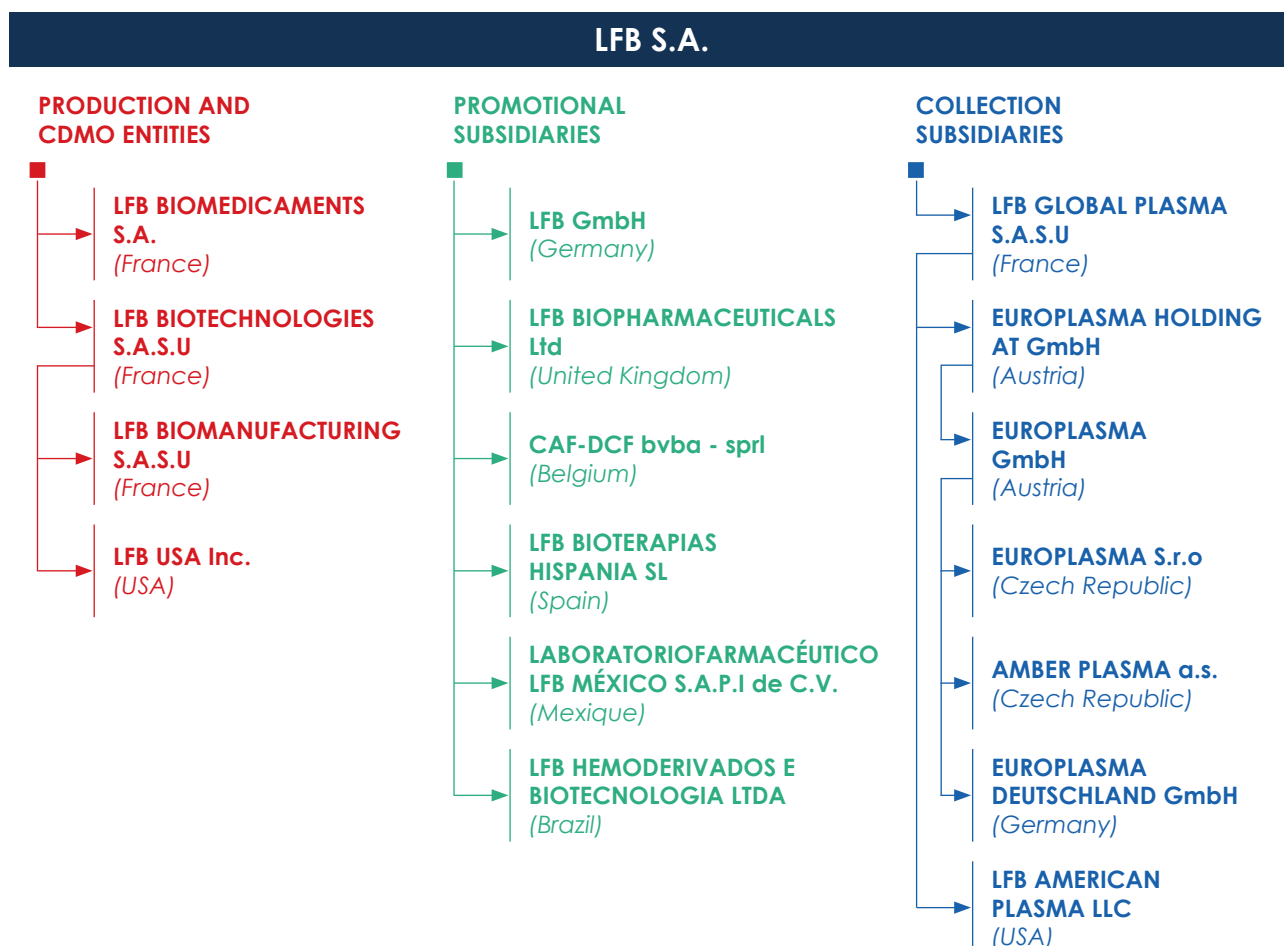
The LFB Group's activities can be classified in several categories:

- **Plasma collection centres:** they are divided geographically into two subsidiaries, one that collects plasma in Europe (Europlasma) and the other responsible for collecting plasma in the United States (American Plasma).
- **Commercial subsidiaries:** LFB markets its medicinal products in over thirty countries worldwide. LFB has decided to implement a selective strategy outside of France, by focusing its efforts on 8 growth markets for its key medicinal products: Germany, Belgium, Spain, the United States, Italy, Mexico, the United Kingdom and Turkey.
- **Plasma-derived medicinal product production sites:** these sites are located in France, with 4 in operation (Les Ulis, Arras, Lille and Carvin, packaging site) with a new plant in Arras, which was operational by the end of 2024. These plants fractionate the human plasma collected to produce medicinal products.
- **Recombinant medicine production sites:** these sites located in Alès (France) and Charlton (United States) specialise in the production of therapeutic proteins.

Global geographic presence of LFB: activities and markets



The table below provides a schematic view of the structure of the LFB Group, with its entities, subsidiaries and activities:



A table showing the links between legal entities and the areas covered as referred to in the report is provided below.

Table linking the legal entities with the areas covered

SCOPE	LEGAL ENTITIES	SITES	TYPE OF ACTIVITIES
LFB Group	LFB France	Les Ulis, bldg B Lille Carvin Arras	Recombinant & plasma-derived medicinal product production plants
		Tour W, La Défense Les Ulis, bldg A.	Offices
		LFB BIOMANUFACTURING	Alès
	LFB USA	LFB USA	United States (Framingham)*
	Plasma collection subsidiaries	EUROPLASMA (except Amber Plasma)	3 sites in the Czech Republic 9 sites in Austria 2 sites in Germany
		American Plasma	6 sites in the USA
	Promotional subsidiaries	LFB GmbH	Germany (Münster)
		LFB Biopharmaceuticals Limited	United Kingdom (Letchworth)
		CAF-DCF	Belgium (Brussels)
		LFB BIOTERAPIAS HISPANIA	Spain (Madrid)
		LFB MEXICO	Mexico (Mexico City)
		LFB Hemoderivados e biotecnologia Ltda	Brazil (Rio de Janeiro)

*Contract Development and Manufacturing Organization

1.3. SCOPES COVERED BY THE DATA

In this report, certain quantitative key **performance indicators** were verified, **with limited guarantees, by one of LFB S.A.'s auditors. The auditor's report with limited guarantees, based on a selection of key performance indicators can be found [here](#).** The corresponding scopes are presented in the following table, and the verified key performance indicators are identified throughout the report with a checkmark ☒.

Table of scopes covered by the quantitative indicators:

THEMATIC AREA	INDICATOR	SCOPE INCLUDED	SCOPE	JUSTIFICATION
Increasing patient health and safety	Number of quality quality complaints for all products distributed	LFB Group	None	N/A
	Total no. of products distributed			
	Quality complaints indicator (ppm) ☒			
Decarbonising our business	Electricity, gas, fuel oil, NRD, and hot water consumption	LFB France	Promotional subsidiaries: Collection subsidiaries; LFB USA	LFB is currently not able to collect the data for the entities excluded.
	Emission factors for electricity, gas, fuel oil, NRD, and hot water			
	Greenhouse gas emissions related to consumption of electricity, gas, fuel oil, NRD and hot water.			
	Variation in GHG emissions related to energy consumption in kg CO2e between 2025 and 2024 ☒			
Preserving water resources	Water consumption (in m3)	LFB France	Promotional subsidiaries: Collection subsidiaries; LFB USA	LFB is not currently able to collect data for excluded entities.
	Variation in water consumption in m3 between 2025 and 2024 ☒			
Limiting waste production and ecodesign	Quantity of Non-Hazardous Waste (NHW) generated (in tons)	LFB France	Promotional subsidiaries: Collection subsidiaries; LFB USA	LFB is not currently able to collect data for excluded entities.
	Quantity of NHW recycled (in tons)			
	Percentage of non-hazardous waste recycled ☒			
Developing skills	Number of LFB employees on permanent (CDI) and temporary (CDD) contracts with an Individual Development Plan (IDP) at 31 December (headcount)	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024).
	Total headcount at the launch of the official Individual Development Plan campaign for permanent (CDI) and temporary (CDD) contracts			
	Percentage of employees with an Individual Development Plan in place ☒			

Increasing workplace health and safety	Number of work-related accidents resulting in lost time for LFB employees	LFB France Europlasma	Amber plasma LFB USA American Plasma Promotional subsidiaries	Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024). Lack of common definitions and homogenised data collection by the promotional subsidiaries. The data collection process for LFB USA and American Plasma is being refined for integration in the coming years.
	No. theoretical hours worked			
	Frequency rate (FR1) ☒			
Improve equal opportunities and diversity	No. of women in workforce at 31/12 (headcount)	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024).
	No. of men in workforce at 31/12 (headcount)			
	Breakdown of women and men F/M) in the workforce at 31/12 (%) ☒			
	No. of men in senior management at 31/12 (headcount)	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024).
	No. of women in senior management at 31/12 (headcount)			
	Breakdown of number of women and men (F/M) in senior management at 31/12 (%) ☒			
Measures to combat corruption	No. LFB employees targeted for anti-corruption training	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024).
	Number of target employees who passed anti-corruption training			
	Percentage of target employees who passed the anti-corruption training ☒			
Respecting personal data privacy	No. employees targeted for GDPR training	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Lack of GDPR programme reporting and assessment of excluded entities currently underway.
	No. target employees who passed GDPR training			
	Percentage of target employees who passed GDPR training ☒			
Preventing cyberattacks	Percentage of users who passed a fake phishing test (%) ☒	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma is not yet integrated into the LFB's Office 365 tenant*. As it has its own tenant, Amber Plasma has not yet been included in the target population for phishing tests.

*A tenant is a dedicated instance of Microsoft 365 services that groups an organisation's data and users in a secure and isolated environment.

Coverage of qualitative elements:

THEMATIC AREA	SCOPE INCLUDED	SCOPE EXCLUDED	JUSTIFICATION
Supplying medicinal products	LFB Group	N/A	N/A
Patient health and safety	LFB Group	N/A	N/A
Mitigation of and adaptation to climate change	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Gradual rollout of environmental policy internationally
Preserving water resources	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Gradual rollout of environmental policy internationally
Limiting waste production and ecodesign	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Gradual rollout of environmental policy internationally
Developing skills	LFB France, Europlasma	Promotional subsidiaries Amber plasma LFB USA LFB American plasma	Gradual rollout of social policy internationally
Employee health and safety	LFB France Collection subsidiaries LFB USA	Promotional subsidiaries Amber plasma	Gradual rollout of SAFE programme internationally.
Improving diversity and equal opportunities	LFB Group	N/A	N/A
Measures to fight corruption	LFB Group	N/A	N/A
Personal data privacy	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Assessment of current situation is ongoing and gradual rollout of GDPR reporting in excluded entities.
Responsible purchasing	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Gradual rollout of responsible purchasing policy to entities excluded.
Cybersecurity	LFB Group	N/A	N/A

1.4. INTERNAL DATA VERIFICATIONS

Following on from 2024, for the collection of data in 2025, LFB has implemented an internal verification system within the platform used for the collection of non-financial data, CSR Insight by kShuttle, for both qualitative and quantitative data.

Quantitative data:

- First level of control, role and responsibility of the contributor: the contributor enters the data into the tool and submits the necessary supporting documentation to verify the data or its calculation. Employees produce the data; they process it, use it daily, and have access to the information systems from which it is extracted. The employee can add comments to the tool to explain variations in value between the reporting year and the previous year (Y-1).
- Second level of control, role and responsibility of the validator: the validator confirms, based on the supporting documents provided, the accuracy and consistency of the information entered by the employee. Validators are chosen for their ability to verify and interpret data; they are either:
 - At a higher hierarchical level than the employee;
 - In positions responsible for data control (management control, central function, for example).

Qualitative data:

Qualitative data is compiled by each department to describe LFB's commitments, the actions implemented to address identified challenges and risks, and to assess KPIs against the objectives LFB has set for itself.

This qualitative data is reviewed outside the platform by members of the Executive Committee responsible for the functions involved in data collection and drafting certain sections of the report.

1.5. PREPARING FOR THE CSRD

The Content Directive of the Omnibus package of texts, which aims to simplify the CSRD (Corporate Social Responsibility Directive), was presented by the European Commission on 26 February and adopted by the European Parliament on 18 December 2025. The thresholds, effective dates, and insurance requirements were confirmed for LFB. The effective date is 2028 for the 2027 fiscal year. Therefore, preparations for compliance continued in 2025.

LFB began its Dual Materiality Analysis (DMA) in 2024, following the guidelines of the Corporate Sustainability Reporting Directive (CSRD), before the Omnibus Directive was passed to simplify the process. Therefore, this analysis and the references to dual materiality, impacts, risks, and opportunities do not constitute a dual materiality analysis as defined by the CSRD and should not be interpreted as such.

The preliminary results obtained by following the methodology guidelines enabled LFB to identify a list of challenges in 2025. These results will be refined in 2026 in accordance with the new methodology following the adoption of the Omnibus Directive.

To create its Dual Materiality Matrix, LFB followed several steps.

1. Use of internal and external documentary sources.

LFB conducted an objective and thorough literature review to pre-identify its challenges from relevant and reliable sources.

The internal documentation used includes risk maps (Group, Purchasing and anti-corruption) and the policies and procedures in force. A press review was also carried out for external documentation.

2. Interviews with internal and external stakeholders

The key players in the value chain were identified in order to pinpoint the stakeholders most impacted by actual or potential sustainability issues and focus the analysis on them.

LFB therefore thoroughly considered the vision, interests, and expectations of both internal and external stakeholders. After identifying the main stakeholder categories, their contributions were incorporated into the analysis qualitatively, as complementary sources.

The pre-identified challenges were then reviewed with the relevant stakeholders, which were initially internal, to assess their importance for each.

- Consultation of internal stakeholders: 8 interviews were conducted with expert functions on the following topics:
 - Accessibility, quality, and innovation;
 - Plasma supplies;
 - Animal well-being;
 - LFB's value chain;
 - The environment;
 - Ethics;
 - Intellectual property;
 - Human resources and occupational health.
- Consultation with 8 concerned external stakeholders who use the sustainability report, categorised as follows:
 - Customers (healthcare facilities and healthcare professional associations);
 - Shareholders, investors, and creditors
 - Partners (suppliers, service providers, and subcontractors)
 - Patient/donor associations
 - Public authorities.

LFB's CSR challenges were defined based on these interviews, by selecting them by importance for the relevant internal and external stakeholders. These challenges were taken into consideration during the development of the CSR strategy.

1.6. LFB'S CHALLENGES BASED ON ITS DUAL MATERIALITY ANALYSIS

The Double Materiality Assessment helped identify and prioritise LFB's key challenges in light of its stakeholders' expectations.

Below is a summary of LFB's key challenges, which are addressed in the various sections of this report.

SECTION	CHALLENGES	OBJECTIVE	KPI
Decarbonising our business and adapting to climate change	Reducing greenhouse gas (GHG) emissions for the three scopes to: - Limit our impact on climate change, - Minimise the risk of increased energy costs and the cost of energy-consuming equipment.	Reduce greenhouse gas emissions by 43% by 2030 for scopes 1, 2, and 3 (vs 2022)	Variation in GHG emissions related to energy consumption in kg CO ₂ e between 2025 and 2024 ☒
Preserving water resources	Optimise our water consumption to: - limit our impact on local users; - minimise the risk of regulatory restrictions on water usage volumes.	Reduce our water consumption by 10% between 2022 and 2030	Variation in water consumption in m ³ between 2025 and 2024 ☒
Strengthen the circular economy and reduce waste	Define waste prevention, recycling and elimination measures	Achieve 80% recycling of non-hazardous waste by 2030	Percentage of non-hazardous waste recycled ☒
Improve equal opportunities and diversity	Foster a work environment that guarantees an inclusive corporate culture based on commitment and a shared desire to work together.	Maintain a 50%/50% women/men ratio in the workforce and in senior management.	Breakdown of women and men (F/M) in the workforce at 31/12 (%) ☒ Breakdown of number of women and men (F/M) in senior management at 31/12 (%) ☒
Developing skills	Guarantee that employee skills are aligned with job requirements to minimise a decline in: - employability and employee commitment; - performance due to a loss of skills and human capital.	Provide all employees with the opportunity to create a development and skills plan by 2030	Percentage of employees with an Individual Development Plan in place ☒
Strengthen workplace health and safety	Guarantee a work environment where health and safety are our top priorities, in order to: - limit employee exposure to occupational hazards that could affect their health and safety; - minimise the risk of reduced performance resulting from harm to employee health and safety.	Reduce the number of work accidents with lost time by 80% by 2030 (vs 2023)	Frequency rate (FR1) ☒
Make the medicinal products available	Ensure the availability of medicinal products derived from plasma and recombinant proteins, in order to limit the impact on patients.	N/A	N/A
Reinforce patient health and safety	Reinforce patient health and safety: - by contributing to improved public health with medicinal products of major therapeutic interest; - by investing to increase production capacity to meet their needs.	Achieve a quality complaints rate of less than 20 ppm (parts per million) by 2030	Quality complaints indicator (ppm) ☒

Ensure responsible management of supply chains and procurement	Maintain good supplier relations while respecting the fundamental rights of employees of suppliers or subcontractors.	70% of purchases made with suppliers* who have completed the LFB CSR questionnaire (or have an EcoVadis rating) by 2030	N/A
Respecting personal data privacy	Guarantee the confidentiality of personal data to: - limit breaches of privacy affecting employees, patients, partners, and subcontractors; - minimise the risk of penalties related to personal data protection	Training 100% of targeted individuals in GDPR practices starting in 2026	Percentage of target employees who passed GDPR training ☒
Measures to fight corruption	Prevent and combat corruption to: - Maintain good relations between LFB, public stakeholders, and its value chain; - Minimise costs incurred in the event of penalties related to disputes and legal actions that damage the Group's reputation.	Train 90% of targeted individuals in anti-corruption practices by 2030	Percentage of target employees who passed the anti-corruption training ☒
Prevent cyberattacks	Protect against cyberattacks to prevent the impact of business interruptions, such as supply disruptions, and the costs of potential ransomware.	Maintain a 90% success rate in phishing tests among the Group's employees.	Percentage of users who passed a fake phishing test ☒

2. LFB, EXPERTISE COMMITTED TO LIFE

2.1. LFB'S CSR CHALLENGES

BUSINESS MODEL

LFB develops, manufactures and markets medicinal products from blood and recombinant proteins for the treatment of patients with serious and often rare diseases.

LFB was founded in 1994 in France and is among the leading European suppliers of blood-derived medicinal products to healthcare professionals. Its vision is to provide patients with new treatment options in three major therapeutic areas: immunology, haemostasis, and intensive care.

Operating in a competitive sector, LFB currently markets fifteen medicinal products in more than thirty countries.

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, donors and patients.

LFB's economic model places people at the heart of its operations while emphasising patient health and the well-being of plasma donors. LFB's expertise makes the link between plasma donors and patients. This added value positively impacts thousands of patients and depends on human resources, natural resources and the generosity of donors.

In 2025, LFB announced its plan to strengthen its network of collection centres in Europe with the opening of its second donation centre in Germany following the acquisition in 2024 of Amber Plasma, a company specialising in the opening and management of plasma collection centres in the Czech Republic.

The business model was validated in 2025 by the members of the Executive Committee.

A stable and long-term shareholder
(French State Shareholding Agency).

Our raison d'être:
LFB, expertise committed to life.

Our values: act with exemplarity, cultivate high standards,
dare take initiative, develop team spirit, succeed with integrity.

CAPITALISING ON OUR RESOURCES

BIOLOGICAL RESOURCES FROM DONATIONS

LFB's activity relies on a supply of plasma from donors, which is strictly regulated by national regulations.

In France, an exclusive partnership with the French Blood Establishment (EFS) based on a multi-year agreement that ensures the supply of French plasma:

- ▶ **922,605** litres of plasma collected in 2025
- ▶ **1.5 million** blood and plasma donors made contributions.

Internationally, 31 integrated collection centres further increased this plasma supply:

- ▶ **661,387** litres of plasma collected in 2025
- ▶ **54,758** donors*



INDUSTRIAL RESOURCES

- ▶ **6** industrial sites worldwide (5 of which in France)
- ▶ **Tripling** of fractionation capacity by 2030
(€ 750 million in investments in Arras)

HUMAN & INTELLECTUAL RESOURCES

- ▶ **more than 3,300** employees
- ▶ **37%** women in senior management
- ▶ **36** scientific publications**
- ▶ **Over 750 patents granted** and pending as of 31 December 2025
- ▶ Overall rating of 4.15/5 and a 92% recommendation rate in the HappyIndex® Trainees 2026 label

NATURAL RESOURCES¹

- ▶ **143,215 MWh** of energy consumed (excluding fuel oil and NRD, as these were not statistically significant)
- ▶ **4%** electricity of certified renewable origin and **95%** electricity of decarbonized sources origin (nuclear and renewable)
- ▶ **484,712 m³** of water consumed

MASTERING THE PRODUCTION OF BIOMEDICINAL PRODUCTS

THROUGH THE
PRODUCTION OF
RECOMBINANT PROTEINS

THROUGH
THE FRACTIONATION
OF PLASMA

THROUGH CONTRACT
MANUFACTURING
FOR THIRD PARTIES

We supply plasma-derived medicinal products and recombinant proteins for patients with serious and often rare diseases.

A PUBLIC HEALTH MISSION IN FRANCE*.**

1.1 MILLION LITRES OF FRACTIONATION CAPACITY
€ 500 MILLION IN REVENUE, 49% GENERATED IN FRANCE
AND 51% INTERNATIONALLY
PRODUCTS MARKETED IN **OVER 30 COUNTRIES**



SERVING
PATIENTS

RESPECTING THE
ENVIRONMENT

COMMITTING
TO OUR TEAMS

ACTING WITH
INTEGRITY

... BY PUTTING OUR
RAISON D'ÊTRE INTO
ACTION THROUGH
OUR CSR STRATEGY

SHARING THE VALUE CREATED WITH

PATIENTS AND SOCIETY

Fifteen medicinal products sold in over thirty countries across three major therapeutic areas: immunology, haemostasis, and intensive care.

Prescribed in hospitals, they are used for the treatment and management of:

- ▶ immunodeficiencies and autoimmune diseases,
- ▶ haemophilia, bleeding disorders and conditions requiring anticoagulant treatment,
- ▶ life-threatening emergencies.
- ▶ Contribution to the production of new medicinal products through contract manufacturing for third parties and support for clinical trials through CDMO activities****
- ▶ **19** complaints per million units distributed (ppm)
- ▶ **10** sponsorship or donation agreements signed with patient associations

EMPLOYEES

- ▶ **27** hours of training per employee (excluding commercial subsidiaries)
- ▶ **67%** of employees with an individual development plan in place
- ▶ **4.5: Rate** of accidents resulting in lost work time (or reduced rate if ISO scope)²
- ▶ **25%** of work-study contracts converted into permanent or fixed-term contracts¹
- ▶ **98/100 score** in Professional Equality Index¹

THE ENVIRONMENT

- ▶ **Target of a 43%** reduction in GHG emissions (scopes 1, 2 and 3) by 2030 (vs 2022)
- ▶ **16%** reduction in water consumption¹
- ▶ **83%** of non-hazardous waste recycled¹
- ▶ **92%** of residual ethanol recycled

*LFB collection centres only // **Extracts, articles, scientific publications written by LFB authors and/or citing LFB products // ***Article L5124-14 of the French Public Health Code, amended in 2015 by Act No. 2015-990, article 190.) // **** Contract Development and Manufacturing Organisation

¹ Data are only available for the France scope // ² Data are only available for the France and Europlasma scope)

VALUE CHAIN

Rigorous management of the value chain, based on principles of ethics, quality, and sustainability, contributes to the company's resilience and its ability to serve patients.

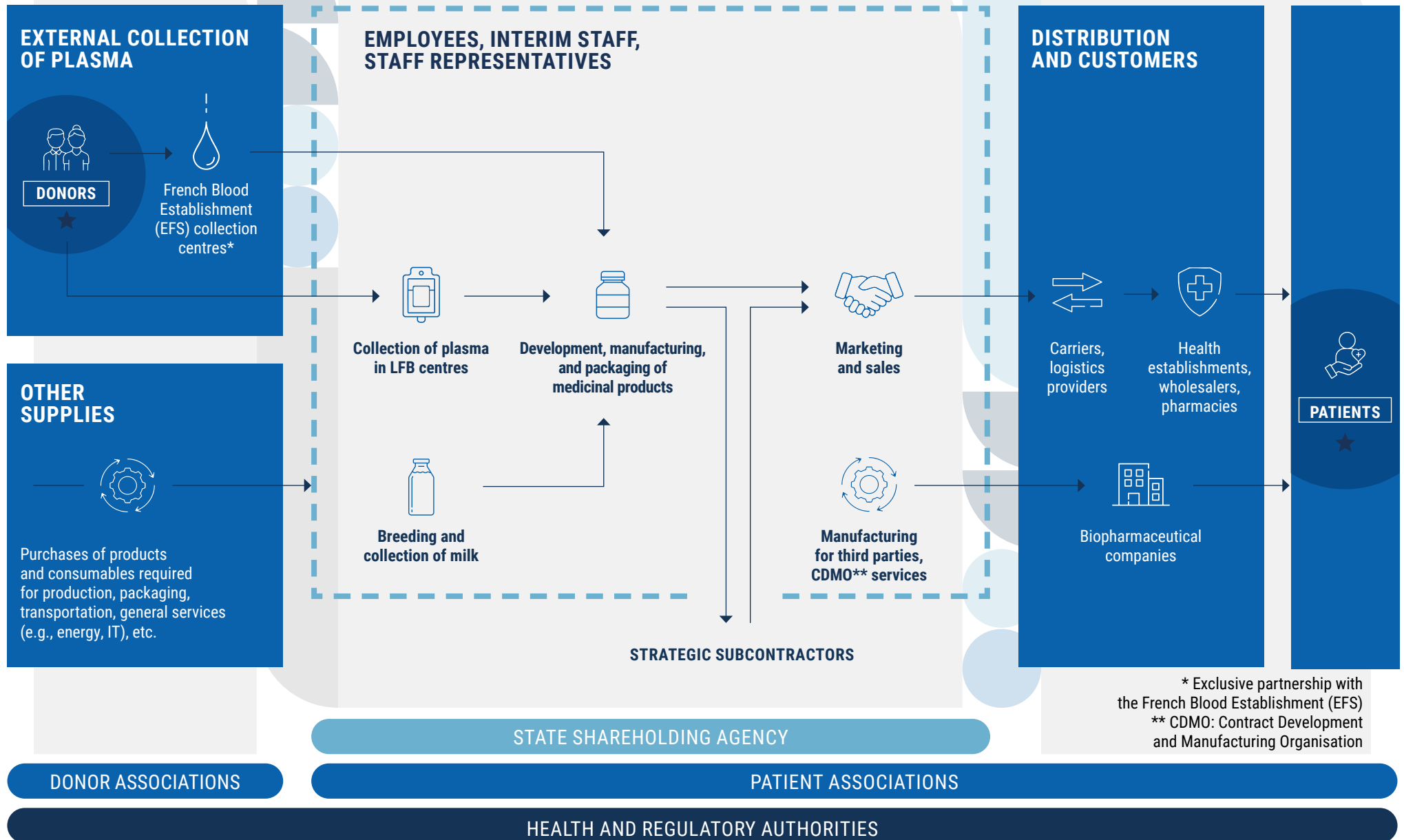
LFB integrates environmental, social, and governance principles throughout its value chain by implementing due diligence policies and procedures.

The company is committed to ensuring the highest standards of quality and safety in its products and services, thereby strengthening the trust and loyalty of patients, plasma donors, and the medical community.

UPSTREAM

PROPRIETARY TRADING

DOWNSTREAM



LFB'S STAKEHOLDERS

Integrating the interests and expectations of its stakeholders into its corporate strategy and business model allows LFB to recognise their contribution to its long-term success.

LFB's CSR strategy is based on continuous dialogue with its stakeholders.



2.2. CREATION OF THE CSR STRATEGY

In 2025, LFB moved to formalise its CSR roadmap for 2030, including its commitments, ambitions and objectives to be achieved. For LFB, this is not a separate strategy, because CSR is an integral part of the company's corporate strategy.

This strategy provides guidance to ensure responsible practices that strive to meet the expectations of internal and external stakeholders.

LFB's CSR strategy is the operational deployment of its *raison d'être*.

LFB's *raison d'être* was adopted in 2024: "LFB, expertise committed to life".

The CSR strategy is based on this *raison d'être* and guides daily decisions. This supports our public health mission and strengthens the company's competitiveness and sustainability.

In line with its *raison d'être*, the CSR strategy commits to address environmental and social challenges. It supports LFB's transformation and reinforces its positive impact on patients and teams.

A collaborative and co-construction approach

Approximately 64% of employees helped define LFB's *raison d'être*, along with members of the Board of Directors and 14 external stakeholders (shareholders, suppliers, customers, patient and donor associations, creditors, the French Directorate General of Health, the French Directorate General for Enterprises, etc.).

In addition to taking into account the Group risk mapping, the definition of LFB's CSR strategy is based on consultation with several internal stakeholders (8 interviews were conducted with expert functions) and 8 external stakeholders:

- Customers include healthcare facilities and healthcare professional associations;
- Shareholder, investors, creditors
- Business partners (suppliers, service providers and subcontractors)
- Patient associations and donor associations, health authorities.

Several rounds of collective and individual consultations with members of the Executive Committee took place in 2025.

It was presented to the Central Social and Economic Committee (CSEC) and Strategy Committee of the Board of Directors on 16 September 2025

2.3. LFB'S CSR COMMITMENTS AND ROADMAP

LFB's CSR strategy meets stakeholder expectations, contributes to its performance and helps to mitigate several risks. It is based on four commitments

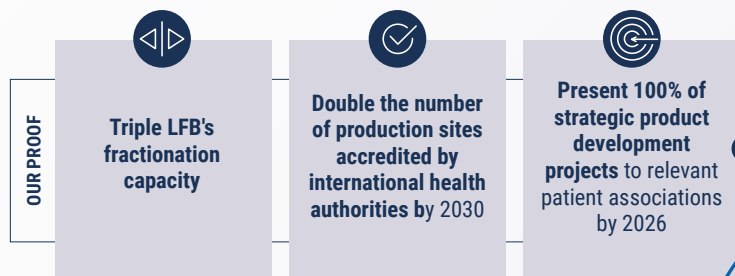
1. Serving patients
2. Respecting the environment
3. Committing to our teams
4. Acting with integrity

In order to ensure the Group's non-financial performance and to honour its commitments, LFB implements its CSR roadmap through programmes sponsored by members of the Executive Committee. Most of these programmes are managed by a specific programme manager, based on objectives and performance indicators.

Details about our commitment can be found in our CSR policy on LFB's website: [here](#).

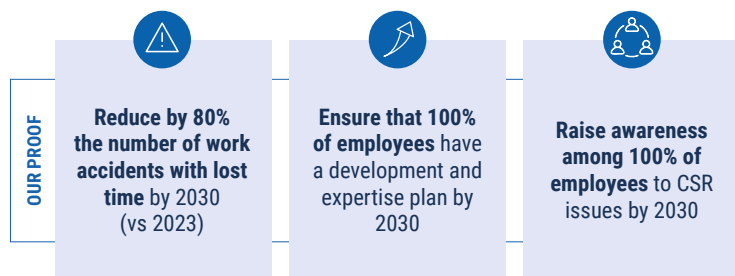
SERVING PATIENTS

Bring medicinal products derived from plasma and recombinant proteins to market, and guarantee their continued availability while helping to improve patient care pathways thanks to LFB's commitment to caregivers and patient associations.



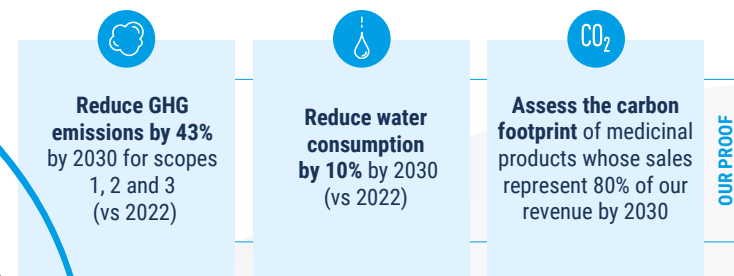
COMMITTING TO OUR TEAMS

Foster a work environment where safety, well-being, and development are our core priorities, building on an inclusive corporate culture founded on commitment and a shared desire to work together.



RESPECTING THE ENVIRONMENT

Reduce the carbon and environmental footprint of our activities, adapt our value chain and operations to climate challenges, preserve water resources, and optimise our production processes.

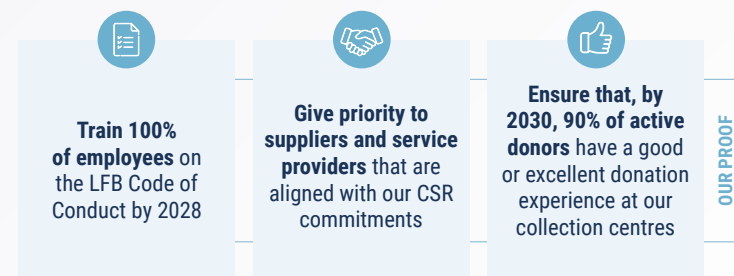


Our CSR strategy is
our Raison d'être in action

"LFB, EXPERTISE
COMMITTED
TO LIFE"

ACTING WITH INTEGRITY

Embody exemplary behaviour through responsible and transparent practices, placing ethics at the heart of our decisions and our impact.



2.4 ACHIEVING CSR STRATEGY OBJECTIVES

Objectives

KEY PILLAR/ COMMITMENT	OBJECTIVE	REFERENCE YEAR	2025 VALUE	2030 OBJECTIVES	SCOPE COVERED
Serving patients	Triple LFB's fractionation capacity	2024	1112kL	3336kL	LFB France
	Double the number of accreditations for production sites by international health authorities	2024	11	22	LFB France
	Improvement to fewer than 2 major remarks observed during external audits (health regulatory authorities).	NR	4	<2	LFB France
	Present 100% of strategic product development programmes to patient associations by 2026	NA	100%	100% (2026)	LFB Group
Respecting the environment	Reduce GHG emissions by 43% by 2030 for scopes 1,2 and 3 (vs 2022)	2022	-15,2% (2024)	-43%	LFB France
	Reduce water consumption by 10% (vs 2022)	2022	-11%	-10%	LFB France
	Assess the carbon footprint of medicinal products whose sales represent 80% of LFB's revenue	NR	0%*	80%	LFB Group
	Bring the percent recycling of non-hazardous waste to 80%	NR	83%	80%	LFB France
	Study of the feasibility of pretreatment of all DASRI plastic waste	NR	75%	100%	LFB France
Committing to our teams	Reduce the number of work accidents with lost time by 80% (vs 2023)	2023	-44%	-80%	LFB France + Europlasma
	Provide all employees with the opportunity to create a development and skills plan	NA	67%	100%	LFB Group excluding Amber Plasma
	Raise awareness among 100% of employees to CSR issues	NA	3%	100%	LFB Group
Acting with integrity	Train 100% of employees on the LFB Code of Conduct by 2028	NA	0%	100%	LFB Group
	Raise awareness among 100% of affected employees about the LFB Responsible Digital Charter by 2027	NA	0%	100% (2027)	LFB Group
	70% of purchases are made from suppliers assessed for their CSR compliance (via CSR questionnaire or an EcoVadis rating)	NA	18%	70%	LFB France, excluding plasma purchases
	90% of active donors have a good or excellent donation experience at our collection centres	NA	ND	90%	LFB Group
	80% of active donors recommend our collection centres to a friend or family member	NA	ND	80%	LFB Group

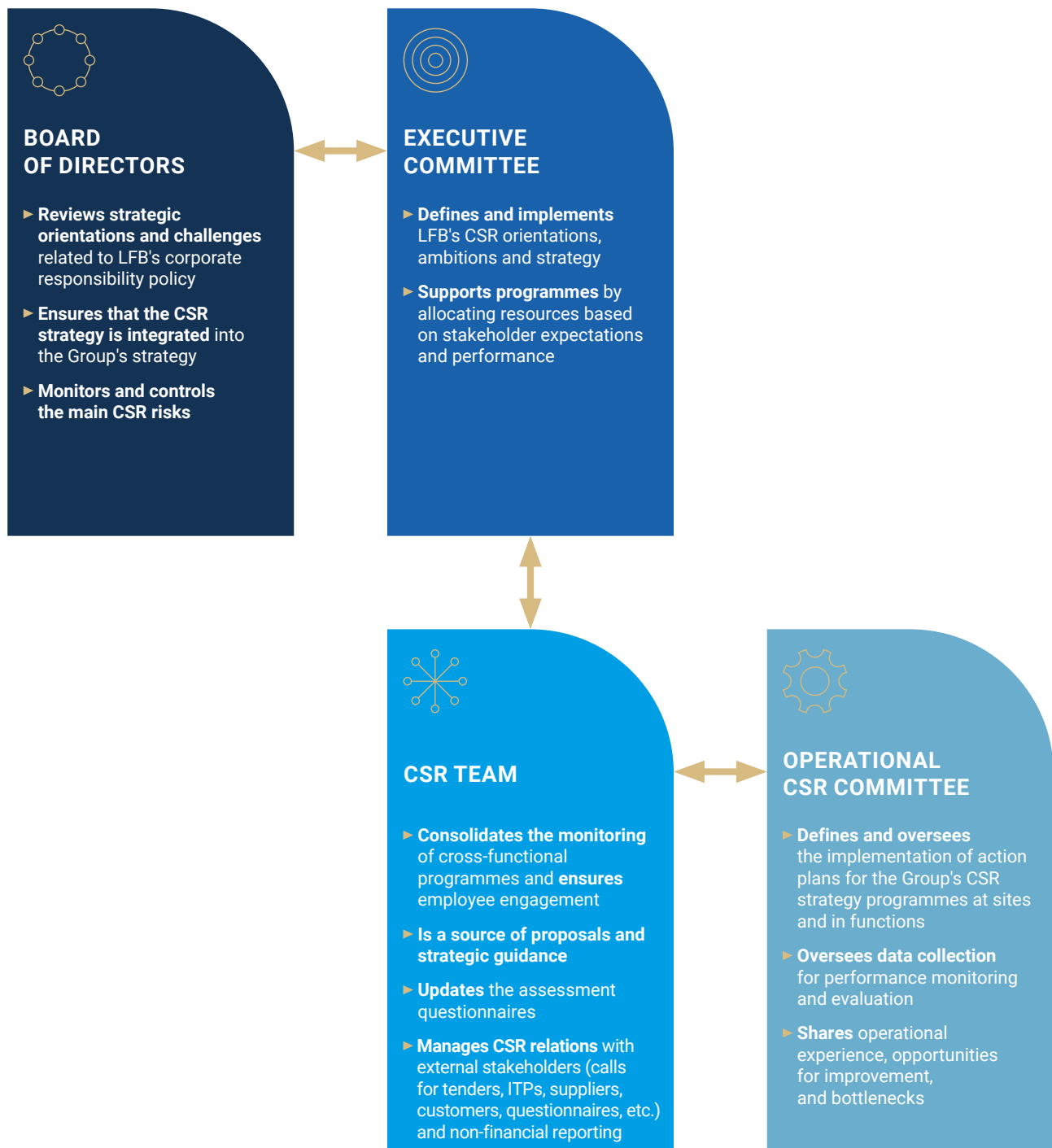
* Analysis initiated, 60% completed

2.5 CSR GOVERNANCE

CSR governance is integrated at all levels of LFB. It ensures full implementation of the strategy through programmes focusing on specific topics and objectives.

To further reflect the importance of CSR strategy performance to LFB's roadmap, CSR criteria include the variable compensation of LFB's CEO and other executives concerned. The Operations CSR committee was launched in the third quarter of 2025.

Governance structure for the implementation and management of the CSR strategy.



3. SERVING PATIENTS

3.1. MAKING MEDICINAL PRODUCTS AVAILABLE

LFB is a pharmaceutical company with a public health mission¹: to provide healthcare professionals and patients with essential, live-saving medicinal products of major therapeutic interest.

LFB processes a very specific raw material: plasma, which it transforms into medications for patients with serious and often rare diseases. These medicinal products are primarily for chronic conditions, but also for emergency care within hospital intensive care units. LFB's biomedical products are dispensed with a hospital prescription and administered mainly in the healthcare institutions.

In its desire to take its stakeholders into account in the development of its medicinal products, LFB has committed to presenting 100% of strategic product development programmes to patient associations. This objective was achieved in 2025, and LFB aims to maintain this result in 2026.

The need for plasma-derived medicinal products is increasing, and France is seeking to increase its health sovereignty in plasma-derived medicinal products. To address these needs, several action plans were implemented in 2025:

- The multi-year agreement between LFB and the EFS signed on 20 December 2024 was implemented. This agreement is built around the Plasma Ambition trajectory with is particularly focused on growing supplies from 800,000 litres to 1,400,000 litres within 4 years. The commitments made by the EFS for 2025 and 2026 are aligned with the target volumes of the Plasma Ambition (915,000 litres and 1,000,000 litres respectively).
- LFB also continued the development of its own collection centres with the commissioning of a collection centre in Austria and a site in Germany, after the acquisition in 2024, through its subsidiary EUROPLASMA, of all the shares of the company AMBER PLASMA specialising in plasma collection in the Czech Republic.
- Finally, LFB has completed the construction of its new plant in Arras, representing an investment of 780 million euros, which was launched at the end of 2024 and whose objective is to allow LFB to triple its production capacities.

The Arras plant has started production of batches of ClairYg® 100 in the 10g/200mL and 20g/400mL formats. The first batches of ClairYg® 100 have been available to patients in France since November. They were certified and released by the Arras plant.

In order to be aligned with LFB's strategy and the ramp-up of the Arras plant, the Carvin site began a transformation in 2025 to become an alternative secondary packaging site for LFB products. Bringing this activity in-house will allow LFB to be more agile, and therefore better serve its customers and patients.

A plan to bring the Lille site into compliance with Annex 1 concerns Good Manufacturing Practices (GMP) in the control of aseptic techniques. This mitigation plan has resulted in delays in the activity of one of the production workshops due to modifications made to the equipment as part of corrective and preventive actions (CAPA).

In 2025, the Lille teams focused their efforts on:

- Implementation of the plan to achieve conformity.
- Recruitment to increase the number of technicians qualified to work in sterile areas.

1- Article L5124-14 of the French Public Health Code, amended in 2015 by Act No. 2015-990, article 190.

3.2. INCREASE PATIENT HEALTH AND SAFETY

LFB BIOMÉDICAMENTS manufactures and markets plasma-derived medicinal products for use in the fields of Immunology, Haemostasis and Intensive Care.

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

LFB's commitments to patient health and safety

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.

LFB's objective as part of this pharmaceutical on-call service is to fill 100% of emergency orders from hospitals received outside working hours and days.

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 therefore 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, Quality 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. The objective was met in 2024 since 100% of emergency orders from hospitals received outside working hours and days as part of this pharmaceutical permanence were filled.

LFB BIOMÉDICAMENTS has set up serialisation of its medicinal products to secure their use and to guard against the risk of counterfeit products being used.

This measure has been effective since 9 February 2019. No case of counterfeiting was reported.

In the area of promotional information, LFB BIOMÉDICAMENTS provides promotional information to healthcare professionals through its medical sales representatives to assist them in caring for their patients and promoting the proper use of its medicinal products.

LFB BIOMÉDICAMENTS has undertaken to apply the provisions of the framework 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 ([Certification regulation](#)). This certification of promotional information is renewed every 3 years (last renewal valid from 13 December 2023) and is subject to follow-up audits annually.

Medical sales representatives are subject to a code of ethics that governs their interactions with healthcare professionals and is available on the LFB BIOMÉDICAMENTS website under the heading "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 No. 2021-349 of 30 March 2021 relating to safety stocks intended for the national market, LFB has set aside safety stocks for all of its medicinal products.

RESULTS:

LFB has set a target of achieving fewer than two major observations found during external audits (Health Regulatory Authorities) by 2030. In 2025, the number of major observations was four.

KEY PERFORMANCE INDICATORS (KPIs):

	2024	2025
Complaint Indicators (ppm)*	22.2	19.0 ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

This improvement allows LFB to achieve its objective: a complaint rate below 20 ppm.

4. RESPECTING THE ENVIRONMENT

Climate change has long been perceived as primarily an environmental phenomenon. It is now established that it profoundly influences the living conditions and health of populations, and access to many natural resources such as water. Respecting the environment is a key commitment to health.

The environmental challenge for the LFB Group is primarily linked to its industrial activity, which is located in France. As indicated in section 1.2, in 2025 LFB has thus chosen to focus on collecting data from the LFB France scope.

Systems to monitor and mitigate the impacts of the Group's French production operations on its ecosystems, using environmental indicators, are being implemented in a progressive manner. The indicators monitored concern inputs (raw materials, energy, water, for example) and outputs (emissions, effluents, and waste).

Details of LFB's environmental commitment can be found in its Environmental Policy on the LFB website: [here](#).

4.1. DECARBONISING OUR BUSINESS AND ADAPTING TO CLIMATE CHANGE

To measure, control, and reduce its impact on climate change and ensure business continuity, LFB's priority is to define a decarbonisation plan for its activities at the Group level and to identify its vulnerabilities to climate change.

Carbon footprint assessment in France

LFB communicates its Carbon Footprint for the year Y-1 (here 2024) of reporting in its CSR report.

The challenge of ensuring the reliability of continuous measurement is and will remain key in building a reliable decarbonisation plan adapted to changes in the organisation.

Thus, LFB decided to initiate a pilot project in 2024 to calculate scopes 1, 2 and 3 and integrate the calculation of its Carbon Footprint by the GHG Protocol methodology. LFB uses a tool developed by the company WeCount. The benefits of internalising this calculation are numerous:

- Define the decarbonisation trajectory for 2030 and the long term
- Equip project leaders so they can integrate the impact of their project as a decision-making criterion in the project validation and implementation process
- Integrate the collection of carbon footprint calculation data as a routine practice for contributing teams.

These elements will help raise awareness of climate issues, improve data reliability, and facilitate the collection of evidence.

Since 2023, the methodology used has been that of the GHG Protocol. To ensure proper mastery of the methodology, LFB chose to have the 2022 to 2024 assessments verified by an external body accredited by the ABC (or Carbon Footprint Association).

The categories selected (or scope) for this methodology, i.e. the organisation's "Greenhouse gas" profile, correspond to the profile required by ISO 14064. All of these categories are considered and evaluated within the framework of LFB's carbon footprint, meaning that there are three categories broken down into 23 items.

Details of the emission categories and items:

SCOPES	NUMBERS	EMISSION ITEMS	ACTIVITIES STUDIED
Scope 1 - Direct emissions	GHG 1.1	Direct emissions from fixed combustion sources	Fossil energies: combustion
	GHG 1.2	Direct emissions from mobile combustion sources	Fossil energies: combustion
	GHG 1.3	Direct emissions from processes	Not concerned
	GHG 1.4	Direct fugitive emissions	Leaks of refrigerant fluids
Scope 2 - Indirect emissions from energy	GHG 2.1	Indirect electricity consumption-associated emissions	Electricity
	GHG 2.2	Indirect emissions from consumption of steam, heat or cold	Steam + cold
Scope 3 - Other indirect emissions	GHG 3.1	Purchased products and services	Purchases of inputs (raw materials, production consumables, packaging articles) and services.
	GHG 3.2	Fixed assets	Buildings, machinery, vehicles, IT equipment
	GHG 3.3	Fuel and energy-related emissions (excluding scopes 1 and 2)	Determined by calculation
	GHG 3.4	Upstream freight transport and distribution	Inbound/internal and outbound freight operated by the company
	GHG 3.5	Waste generated	All waste (waste from healthcare activities associated with a risk of infection, healthcare waste, and industrial waste)
	GHG 3.6	Business travel and commuting	Airplane, car and rail travel
	GHG 3.7	Work commutes	Commuting to and from work at the sites concerned
	GHG 3.8	Leased assets, upstream	Not concerned
	GHG 3.9	Downstream freight transport and distribution	Not applicable (downstream freight = costs borne by third parties)
	GHG 3.10	Processing of products sold	Not concerned
	GHG 3.11	Use of products sold	Not concerned
	GHG 3.12	End of life of products sold	End-of-life of packaging materials
	GHG 3.13	Leased assets, downstream	Not concerned
	GHG 3.14	Deductibles	Not concerned
	GHG 3.15	Investments	Not concerned

Category 2 is calculated according to the "location based" principle (emissions factor dependent on the French energy mix).

Change in methodology between the 2022 and 2024 carbon footprint assessment:

Emissions from mobile combustion sources (GHG 1.2) have been recategorised. They were previously categorised as emissions due to business travel (GHG 3.6).

Work has been carried out on the data relating to purchased inputs (GHG 3.1) in order to ensure their completeness within the scope of calculations (here, LFB France) and to reduce the associated level of uncertainty. These data correspond to physical quantities of inputs (number of units, tonnages, number of litres) so that the calculation of the emissions of each input can be based on Emission Factors (EF). The EFs are based on physical and not monetary data, thus increasing and complementing the accuracy of the carbon footprint. Purchases of services remain based on monetary data.

The EF used to account for the emissions of the "Plasma" input (GHG 3.1) has been re-evaluated following the results of scientific studies to correspond as closely as possible with the nature of the input.

Emissions due to the end of life of articles used as packaging for finished products (GHG 3.12) were reassessed on the basis of work carried out on data relating to purchased inputs (GHG 3.1). An average end-of-life assumption per material was used to select the associated emission factors.

Scope of data collection for the carbon footprint assessment:

In 2024, the scope of the Carbon Footprint Assessment corresponded to the activities of LFB France, which include the following sites: Les Ulis, Lille, Carvin, Arras, Alès, Tower W

Data collection process:

Data is collected for each emission point by the relevant LFB employees. They then send them to the EHS Climate team, which centralises them. These data can come from various sources such as the ERP system, suppliers, and invoices. The EHS Climate team simultaneously monitors and updates the emission factors associated with this data. Once the data is consolidated, the EHS team calculates carbon emissions within the targeted scope (LFB France), calculates the associated uncertainties, and communicates the results to the CSR team.

LFB's commitments

The policy aimed at limiting energy consumption in LFB France'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.

Thus, the objectives and targets aim to reduce LFB's carbon footprint by 43% within scopes 1, 2 and 3 in 2030 compared to the 2022 reference year which includes the Arras plant.

- The scope 1 and 2 "climate energy" decarbonisation plan was developed based on the results of an energy audit carried out in 2023. This plan includes 28 projects, the progress of which is monitored on a monthly basis by the Executive Committee in terms of the timelines and the associated means and resources.
- Preparation for ISO 50001 certification by the end of 2026 will sustainably support the reduction of scope 1 and 2 emissions and the improvement of LFB's energy efficiency.
- With regard to scope 3, LFB is continuing the actions implemented previously to contribute to the reduction of associated GHG (Greenhouse Gas) emissions. These actions include implementing a travel policy aimed at minimising greenhouse gas emissions related to business travel and employee commuting, including the right to remote work (up to two days per week), and continuously increasing the proportion of electric and hybrid vehicles in the company fleet.

In addition, LFB has strengthened its approach to scope 3 decarbonisation by launching structuring projects. This includes internalising the company's annual carbon emissions measurement to improve the monitoring and governance of LFB's decarbonisation trajectory, and launching life cycle assessment (LCA) calculations for certain strategic LFB products, with the objective of:

- integrating eco-design principles into product development
- optimising upstream and downstream logistics flows throughout all phases of medicinal product production
- setting up a treatment unit dedicated to waste with infectious risk (DASRI), enabling the implementation of a circular economy loop through the reuse of recycled materials.

Other actions are also underway, including the implementation of a responsible purchasing policy aimed at taking advantage of the decarbonisation actions undertaken by LFB suppliers.

Actions taken to limit LFB's greenhouse gas emissions (GHG) and manage its adaptation to climate change

LFB has embarked on a "climate energy" energy sobriety plan in line with the decarbonisation trajectory objectives for scopes 1 and 2. The major actions initiated and completed in 2025 are as follows:

Initiatives taken in 2025 and ton CO2eq avoided at the Lille, Les Ulis and Arras sites

SITE(S)	ACTIONS	CO2 AVOIDED	% PROJECT COMPLETION IN 2025
Group	Commitment of Lille, Arras and Les Ulis to ISO 50001 certification	Not Applicable	100
Group	Drafting of an environmental and energy policy and an energy manual (ISO 50001)	Not Applicable	100
Group	Creation of a regulatory monitoring committee to consolidate our compliance obligations (texts applicable to the energy code via the Préventeo tool)	Not Applicable	100
Arras	Calibration of the FT 01.31 steam meter (Deltabar) at the boiler outlet	Not estimated	100
Arras	Adjustment of the condensate return in the BULK workshop	Not estimated	100
Lille	Hiring of an energy manager for the Lille site	Not Applicable	100
Lille	Preparation of an energy review (energy consumption, influencing factors, opportunities for improvement and action plan)	Not estimated	85
Lille	Replacement of fleets of electric motors with high energy performance IE4 electric motors	2 TeCO2	100
Lille	Installation of 403 specific points using 403 insulating mattresses	100 TeCO2	100
Lille	Replacement of cooling units and recycling of waste heat to power heat pumps for the 70-90°C hot water network.	779 TeCO2	100
Les Ulis	Recruitment of an energy manager.	Not Applicable	100
Les Ulis	Rollout of remote metering with monitoring of energy performance KPI	53 TeCO2	100
Les Ulis	Regulation of the supply of fresh air to the burners of boilers 1 and 2 using O2 probes	214 TeCO2	90

RESULTS:

LFB's carbon footprint was calculated in 2024 based on the LFB France scope.

- Carbon footprint (scopes 1+2+3) 2024: 103,977.43 tCO2e
- Scope 3 2024: 84,028.32 tCO2e

Energy consumption by type (2025 and variation vs 2024)

ENERGIES - France Scope	2024	2025	Variation between 2025 and 2024 (%)
Electricity (kWh)	82,010,842	80,408,120	-2.0%
Gas (kWh)	61,047,845	57,716,405	-5.5%
Superheated water (steam) in kWh	8,502,940	5,090,060	-40.1%
Fuel oil in litres	17,264	13,902	-19.5%
Non-Road Diesel (NRD) in litres	46,757	3,819	-91.8%

GHG emissions by energy type (2025 and variation vs 2024)

ENERGY TYPE	EMISSION FACTOR	UNIT	SOURCE EMISSION FACTOR	TOTAL FOR SCOPE	2024 VALUE (KG ECO2)	2025 VALUE (KG ECO2)	VARIATION (%)
Electricity	0.052	kg CO2eq/kWh	Carbon base	80,408,120 kWh	4,756,628.8	4,173,181.4	-12.3%
Gas	0.216	kg CO2eq/kWh GCV	Carbon base	57,716,405 kWh GCV	13,125,286.7	12,466,743.5	-5.0%
Superheated water Steam)	0.106	kg CO2eq/kWh	Dalkia	5,090,060 kWh	901,311.6	539,546.4	-40.1%
Fuel oil	3.25	kg CO2e/litre	Carbon base	13,902 L	55,935.4	45,181.5	-19.2%
Non-Road Diesel (NRD)	3.160	kg CO2e/litre	Carbon base	3,819 L	147,752.1	12,068.0	-91.8%

The actions implemented at the Lille and Les Ulis sites have reduced consumption and therefore greenhouse gas (GHG) emissions of LFB in France. One example is the recycling of waste heat, which has reduced consumption and therefore greenhouse gas emissions related to the consumption of superheated water. The reductions in fuel oil and NRD consumption depend on the frequency and duration of incidents on the electrical network (fuel oil and NRD are used as fuel for emergency generators).

Methodological note:

The emission factors (EF), as transmitted by the carbon base, may vary depending on the year. For example, the emission factor of electricity depends on the French energy mix. Thus, even if consumption remains the same from one year to the next, these exogenous emission factors can increase or decrease the company's CO2 emissions.

In 2025, LFB also carried out the carbon footprint analysis of 60% of its main medicinal products. The objective is to complete a carbon footprint assessment of the medicinal products whose sales represent 80% of LFB's revenue by 2030.

KEY PERFORMANCE INDICATORS FOR THE LFB FRANCE SCOPE:

	2024 VALUE	2025 VALUE	VARIATION BETWEEN 2025 AND 2024
Variation in GHG emissions related to energy consumption in kg CO2e between 2025 and 2024*	18,986,914.6	17,236,720.8	-9.2% ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

In 2025, these performance indicators are no longer linked to the quantity of plasma fractionated, as was the case in 2024, to align with the Group's objectives.

ANTICIPATING AND PREVENTING LFB'S CLIMATE-RELATED PHYSICAL RISKS

LFB is committed to assessing the Group's climate vulnerabilities based on the National Climate Change Adaptation Plan (PNACC²) and the Climate Change Adaptation Trajectory (TRACC³), focusing in particular on changes in temperature, precipitation, fire risks, and water stress at its sites and throughout its value chain.

Our key actions:

- Map the climate risk exposures of major assets and the value chain;
- Identify the Group's vulnerabilities;
- Define short-, medium-, and long-term adaptation measures to ensure the resilience of our operations.

2 - Third National Climate Change Adaptation Plan (2024)

3 - Reference Warming Trajectory for Climate Change Adaptation

4.2. STRENGTHEN THE CIRCULAR ECONOMY AND LIMIT WASTE

Due to the nature of its businesses, processes and the values it upholds, LFB has the obligation to deliver its services in compliance with environmental regulations.

LFB's commitments in the area of waste management

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. LFB has set itself the objective of repurposing or recycling 80% of its waste by 2030 within the France scope.

LFB tracks the quantities of hazardous waste treated, from the producer via the transporter to the service provider using a computerised system connected with the national waste tracking system (Trackdéchets).

Part of LFB's waste is processed for the recovery of energy 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, plastic, residual ethanol.

LFB France 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.

LFB helps finance the collection and recycling of Unused medicinal products (UMP) for human use by the publicly-accredited eco-organisation Cyclamed.

Measures implemented

In order to significantly reduce the landfilling of non-hazardous waste, the sites are implementing a proactive approach based on:

- Regular characterisation of waste contained in non-hazardous waste skips, in order to identify still recoverable resources and adapt the sorting instructions;
- Targeted studies carried out on certain priority flows, in particular plastics (bottles, film, packaging) and cans, to improve source sorting, secure recycling channels and structure the management of these wastes from their place of production to the waste treatment centre.

At the same time, avenues for reuse, recycling, composting and energy recovery are systematically studied in conjunction with specialised service providers, with the aim of directing each waste towards the most environmentally and economically sound treatment solution.

Thus, at the Arras site, an analysis of the flows identified several concrete levers for improvement, combining environmental performance and cost control. The actions put in place (improved sorting, reorientation of sectors, reuse) represent an overall potential of € 40,000 in costs avoided per year and 27 T CO₂e/year of emissions avoided.

The main gains are based on replacing single-use plastic containers with reusable solutions (geobox), downgrading bio-cleaning waste when characterisation allows, and directing uncontaminated glassware and paper to the appropriate channels.

Development of innovative solutions within the circular economy

A pioneer in the circular economy, the Arras site has embarked on a structuring project with the construction of an innovative Recycling Unit. This installation was designed using bio-based, recycled, and reused materials,

primarily sourced from local suppliers, thus contributing to a reduction in the carbon footprint associated with its construction.

This unit will recycle infectious waste from the industrial process through a preliminary decontamination step. The treatment implemented aims to extract a deposit of recycled plastic materials, including bottles, intended to be reintroduced as secondary raw materials in new production chains.

In this context, the project's feasibility study continued in 2025 with:

- Contacts with potential service providers to assess the technical and economic modalities of the decontamination of biological waste;
- Analysis of the delegated management scenarios for the unit;
- The search for partnerships with manufacturers likely to incorporate recycled plastics from this process into their finished products.
- Continued testing for the decontamination of DASRI

The Group's environmental performance relies on a robust monitoring system for discharges and effluents, enabling continuous assessment of their compliance with regulatory requirements. This monitoring has occasionally revealed exceedances of reference values, which were promptly analysed within the framework of internal environmental management processes.

Regarding Volatile Organic Compound (VOC) emissions related to ethanol use at the Les Ulis site, the Solvent Management Plan (SMP) demonstrates overall control of emissions, the levels of which remained largely below applicable thresholds. Managing these issues is part of a structured governance framework involving operational teams, EHS functions, and relevant authorities such as the French Regional and Interdepartmental Directorate for the Environment, Planning and Transportation (DRIEAT) and the French Regional Directorate for the Environment, Planning and Housing (DREAL).

Regular communication with the relevant authorities (DRIEAT, DREAL) and inspections of classified facilities are part of a continuous improvement process aimed at strengthening regulatory compliance and the Group's overall environmental performance.

RESULTS FOR LFB FRANCE:

WASTE MANAGEMENT				
Type of waste	Hazardous Industrial Waste (HIW)		Non-Hazardous Waste (NHW)	
	Total HIW (T)	of which HIW recycled (T)	Total NHW (T)	of which NHW recycled (T)
Tons	6849.8	6658.3	1749.4	1458.0
Percentage of waste recycled	97.2%		83.3%	
Total waste (HIW + NHW) in tons	8599.2			
Total waste per vial produced (kg/vial)	18.1			

During the year 2025, LFB also initiated a feasibility study on the decontamination of 100% of DASRI plastic waste. The study was 75% completed in 2025.

KPI:

	2024	2025
Percentage of non-hazardous waste recycled*	77%	83.3% ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

This improvement serves to achieve the objective that LFB had set for itself: to reach 80% of NHW recycled.

4.3. PRESERVING WATER RESOURCES

Water is an essential resource, both for ecosystems and for LFB's activities.

Water is used at all levels, from traditional use (toilets, restaurant), to production (as a raw material or to clean equipment), for the operation of certain technical systems (cooling towers, thermal networks), and the production of pharmaceutical quality fluids (pure steam, water for injections). Its preservation therefore conditions the quality of our products, the safety of our processes and the resilience of LFB sites to climate risks.

The company is aware of this challenge and is taking action to minimise the impact of its activities by optimising its consumption, preventing pollution of aquatic environments and promoting sustainable resource management in all its operations.

LFB is committed to reducing water consumption at its industrial sites in France by 10% by 2030 (vs 2022) by implementing actions at each site, following the recommendations of the "Water Plan" issued by the government ("France, Green Nation" of 30 March 2023).

Initiatives taken in 2025

In 2025, water consumption maps were created for the sites with the highest water consumption: Lille and Les Ulis, to identify areas for reduction to achieve the 2030 target.

In addition, the following actions were carried out in 2025: reduced water consumption during summer irrigation, and reduced water consumption through a review of industrial equipment cleaning procedures.

The key actions to be implemented to achieve our 2030 target are:

- Implementing specific action plans at each of the priority sites;
- Improve the efficiency of cooling systems, for example through the adoption of closed-loop cooling systems, high-efficiency cooling towers and waste heat recycling systems;
- Ensure that all water discharges comply with the operating order;
- Reduce the consumption of cleaning water, through the optimisation of existing cleaning processes.

RESULTS AND KPI

Total water consumption in LFB France in 2025

	2024 VALUE	2025 VALUE	VARIATION BETWEEN 2024 AND 2025
Variation in water consumption in m3 between 2025 and 2024	574,294	484,443	-15,6% ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

Thanks to the actions implemented in 2025, water consumption decreased by 15.6%. This improvement helped LFB achieve its objective of reducing water consumption at its French sites by 10%.

5. COMMITTING TO OUR TEAMS

LFB aims to foster a work environment where safety, well-being, and skills development are top priorities for everyone, based on an inclusive corporate culture and a practice of dialogue founded on commitment and a shared desire to work together.

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.

Details of LFB's social commitment can be found on its website: [here](#).

5.1. STRENGTHENING HEALTH, SAFETY AND WELL-BEING AT WORK

The health and safety of its employees is essential for LFB and is central to its corporate culture. LFB is committed to creating the conditions for a safe work environment. Occupational health and safety are key drivers of the company's operational performance.

LFB's commitment is and has always been zero workplace accidents for its employees and more broadly for all people and companies working on one of its sites at the Group level.

In 2025, LFB aimed to achieve reduce work-related accidents among service provider populations to 2 or fewer accidents with or without lost time per month. This objective was achieved over the year with a total of 24 accidents, and has again been set as a target for 2026.

The number of accidents among temporary staff is not measured objectively, but, like the number of work accidents involving service providers, LFB records and analyses these accidents.

Details about our health and safety commitment can be found on LFB's website: [here](#).

Measures implemented

Though LFB remains committed to ensuring the health and safety of all employees working at its sites, in France and around the world, the company has chosen to place particular emphasis on health and safety at its industrial sites in France where, due to the nature of their activities, the workforce is most exposed to serious risks.

Continue learning from at risk situations and accidents in order to improve

To facilitate the sharing of hazardous situations, a reporting tool called "Safetrack," developed by LFB's IT Department and EHS teams, was deployed across all industrial sites in January 2025.

Critical dangerous situations, work accidents with and without lost time, whether they concern LFB populations, temporary workers or service providers, are analysed by the site concerned, and an action plan aimed at preventing recurrence is drawn up. These analyses are validated by the Director of Industrial Operations and Quality and the Group EHS Director, and are then shared with the entire Industrial and Quality management team.

The SAFE programme, to transform occupational health and safety at LFB

The programme consists of two phases linked to the scopes covered, defined according to the typology of risks to which LFB employees are exposed. LFB has teamed up with an external service provider for this programme

In France, the staff representative bodies, the Health, Safety and Working Conditions Committee (HSWCC) at the level of the Economic and Social Units (ESUs), an offshoot of the Company Social and Economic Committee (CSEC) and the Unit dedicated to the health and safety of staff meet periodically, with the possible presence of occupational medicine, French State Health Insurance controllers and the Labour Inspectorate. In addition to providing daily support to the teams at industrial sites, EHS teams reporting to the Site Director offer their expertise to integrate safety considerations into decision-making.

Internationally, the situations are as follows:

- **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 protection of workers is established by law and supplemented by regulations.
- **Health and Safety in the Czech Republic:** 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. In addition, a safety committee has been set up to regularly report on workplace accidents and to consider ways to prevent them.
- **Health and Safety in the USA:** a safety committee for each entity meets regularly. They are also working with their insurer on workers' compensation to carry out ergonomic assessments of the Charlton site in order to reduce the number of injuries related to repetitive stress.

For employees, a safety advisory responsible for regularly reporting on workplace accidents and considering ways to prevent them is included in the monthly newsletters for each entity.

Other actions implemented to meet the commitments made by LFB France:

- Understanding and reducing absenteeism. The absenteeism prevention plan was continued in France in 2025:
 - Detailed analysis of the results to better target the causes as follows:
 - Identify the relevant absences to be analysed (for ordinary illness, work-related and commuting accidents, occupational illnesses, unjustified absences);
 - Define a typical profile for absences (less than 3 days, 4-30 days, >30 days, and their frequency).
 - Involve the stakeholders;
 - Develop a collective approach and engage stakeholders such as management teams and local managers.
 - Manage absenteeism by gathering information from employees, conducting return-to-work interviews, and maintaining contact with long-term absentees.
 - Prevent and address the root causes by promoting improvements to working conditions and management processes where appropriate.
 - Propose modified work positions in cases of illness or workplace accidents, enabling employees to work.
 - Train management and elected representatives in this process and the legal requirements regarding absenteeism (rights and responsibilities of employees and the company) and at the industrial sites:
 - Monitor the most sensitive situations with managers;
 - Hold regular meetings based on statistical indicators (such as the Bradford factor) to determine actions to be taken to better understand individual and collective situations.

The absenteeism rate in France is a monthly indicator monitored by members of the Executive Committee.

Other measures have also been implemented in France to promote the health and well-being of employees at work:

- Remote work: LFB France came to 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. It was not called into question in 2025.

- Prevention of psychosocial risks: LFB aims to foster a work environment where safety and well-being are everyone's top priorities. One of the strategic commitments of our HR policy is to improve the well-being of employees at all stages of their lives. LFB has therefore put in place a more suitable solution as a replacement for HopeExpert: the Qualisocial platform, to allow employees to look after their well-being on a daily basis, whatever their job (plant, laboratory, or even in an office). A helpline is available 24/7 via a dedicated toll-free number (0 805 389 188) offering immediate and free assistance, provided by qualified psychologists.

Professionals are also available on the Qualicare platform (coaches, social workers, psychologists) and are ready to listen to employees and answer their questions on topics related to stress management, work organisation, isolation, addictions, or to offer social support (disability, illness, caregivers, etc.). Personalised follow-up is offered and a package of up to 5 sessions can be allocated per identified problem, with tailored support covered by LFB.

Qualicare also allows employees to self-assess their mental health, learn more about healthy habits through fun exercises, access an e-learning module on psychosocial risks and harassment and informational and awareness content (advice, tools, articles, videos, etc.). A user account is easy to create by scanning a QR code or by visiting the website go.qualisocial.com/lfb.

- In addition, a listening and psychological support system offers in person support since 2024 in the event of a collective need, in collaboration with the company Préventis. This initiative meets the following objectives:

- To provide all employees with the opportunity to give feedback and be heard; for some, this may involve a "decompression and recovery room" where feelings can be exchanged freely with an external consultant;
- To provide analyses, advice, or techniques that can help employees overcome a specific issue;
- Providing employees with the necessary tools and guidance to support them in case of difficulties and to help them best manage challenging situations they may encounter.

For certain specific situations, LFB can also call upon the expertise of a nurse and occupational health and safety consultant to support and offer teams a space for reflection and recovery, both individually and collectively. This involves offering tailored training, creating discussion forums, and fostering reflection on improving working conditions.

In connection with physical health prevention, LFB also launched a partnership with a startup in 2023 across all its French sites, to offer employees an awareness and support programme for musculoskeletal disorders. In 2025, 207 employees took advantage of the musculoskeletal disorder support programme.

Finally, in order to promote physical and sporting activities that foster employee well-being and in accordance with its values, LFB has:

- Strengthened its partnership with the IRIS association, which supports patients with primary immunodeficiencies and their families. LFB employees in France were able to take part in the connected race, organised by the IRIS association;
- Continued using the United Heroes app, organising a new "Culture" sports challenge in which LFB Group employees participated to showcase the new Culture programme and exemplary habits.

And again in the spirit of increasing the well-being of employees and to promote physical exercise and participation in sports, LFB France continues to increase 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.

On average, 181.8 employees took advantage of the programme providing access to a gym in 2025.

- The "Donation of days off between employees" campaign in France
 - The system works as follows: "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 system may evolve over time to include caregivers.

Other actions implemented in the USA and at Europlasma:

In the United States, employees have a very comprehensive Employee Assistance Programme (EAP) which they can access 24 hours a day, 7 days a week, for all types of issues. They reach someone live on the phone who can direct them to an advisor as needed. This programme supports the mental and financial health of employees. The EAP also offers support in all aspects of life (resources for childcare, resources for elderly care, etc.)

In critical situations, appropriate support mechanisms (psychological support) are available and can be activated in both entities.

Participation in sports activities is also offered both in the USA and at Europlasma in Austria, and the United Heroes app is available to the entire Group.

RESULTS:

Summary table of health and safety results:

	FRANCE	AUSTRIA	CZECH REP.	GERMANY	LFB FRANCE AND EUROPLASMA (EXCLUDING AMBER PLASMA)
AWLT: Number of Accidents With Lost Time for LFB employees	21	2	1	0	24
AWOLT: Number of Accidents WithOut Lost Time for LFB employees	20	0	1	0	21
AWLT EC: Number of Accidents With Lost Time for External Company, including temporary workers	16	0	0	0	16
AWLT TR: No. commuting Accidents With Lost Time for LFB employees	13	0	1	0	14
Frequency rate FR1: Number of accidents with lost time per million hours worked	4.4	5.5	9.3	0	4.5
Frequency rate FR2: Number of accidents with and without lost time per million hours worked	8.6	5.5	18.7	0	8.5
SR: Severity rate*	0.1	0.0	0.1	0	0.1
Absenteeism rate	5.8%	3.8%	8.3%	1.6%	5.6%

*(Number of days of lost time / Number of theoretical hours worked)x1000

The frequency index is also monitored for temporary workers: it is 75 for the France scope.

KEY PERFORMANCE INDICATOR (KPI):

KPI FOR LFB FRANCE AND EUROPLASMA	2024 VALUE	2025 VALUE
Frequency rate FR1*	5.2	4.5 ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

The frequency rate (FR1 and FR2) and severity rate (SR) of accidents in LFB France and Europlasma 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.

For the second consecutive year, thanks to the SAFE programme, a decrease in the FR1 (Frequency Rate 1) and FR2 (Frequency Rate 2) has been observed in France for work-related accidents involving LFB employees. This is the first time that this result has been achieved since 2018.

The FR1 and FR2 are indicators monitored monthly by the Operations Executive Committee.

5.2. IMPROVING EQUAL OPPORTUNITIES AND DIVERSITY

Guaranteeing equal representation of employees by gender and age, as well as fair pay conditions for all, is a key issue for the LFB. Promoting diversity is a lever for the company's attractiveness, performance, and lasting success, and is also a responsible commitment, in keeping with our values.

LFB'S COMMITMENTS TO DIVERSITY

1. In France

LFB demonstrates its commitment to combating discrimination, promoting gender diversity, and ensuring equal treatment in the workplace for women and men. Negotiations in 2025 between management and unions led to the signing of a new agreement on professional equality.

Valuing this diversity means recognising the crucial importance of having a mix of talents that contributes to achieving a social balance and economic efficiency for the company.

LFB has long been convinced of the richness of diversity and is committed to:

Respecting equal treatment between women and men

Ensure that women and men are treated equally, that there is no discrimination in this area (whether in recruitment, professional training, remuneration or career management)

The results, which reflect LFB's continued commitment to the Gender Equality Index, show a score for LFB France of 98/100 in 2025

- 38/40: gender pay gap;
- 20/20: gender gap in individual salary increase rates;
- 15/15: gender gap in promotion rates;
- 10/10: number of employees of the underrepresented gender among the 10 highest earners;
- 15/15: percentage of female employees who received a salary increase in the year following their return from maternity leave.

In its new professional equality agreement, LFB France has committed to achieving a balanced representation between women and men. Therefore, LFB's objective is to maintain 50%/50% gender parity (+/- 5%) in its overall workforce and in senior management. At 31 December 2024, women represented 55% of the LFB Group's workforce and 37% of its senior management, stable indicators compared to 2024.

100% of its recruitment staff have received training on professional equality. This training programme aims to raise awareness among teams about promoting gender equality, identifying stereotypes and unconscious biases, and promoting equal opportunities.

Implementing measures for the professional integration and continued employment of workers with disabilities.

The employment rate of people with disabilities within LFB France has continued to increase and is now above 6%, a sign of a dynamic policy to better support people with disabilities.

In 2025, LFB maintained its partnership with the Handiem association with the aim of building an inclusive future and integrating people with disabilities at work. This involves supporting employees throughout their entire career within the company, from the moment they are hired, by proactively offering assistance to employees and job seekers with disabilities.

Furthermore, training was conducted in 2025 for recruitment managers to integrate disability considerations into recruitment practices. This programme helped recruiters better understand disabilities and identify the external and internal resources available, including "sourcing". They learned how to adapt their posture and speech to successfully carry out recruitment and mobilise tools and resources.

Implementing a fair and balanced remuneration policy

LFB offers a fair and balanced remuneration policy, taking into account market realities, to attract, motivate and retain the best employees. In order to keep up with the race for talent and control the turnover rate, LFB has been working to implement a relevant HR strategy and a competitive remuneration policy.

As a general rule, base salary adjustments are made once a year:

- According to the decisions taken following mandatory annual negotiations (CAN) conducted with central union delegates for France
- According to contractual and legal provisions for certain countries
- According to defined budgets for countries without legal or contractual provisions

For France, the minimum internal wage scale was set at +3% above the minimum wages, which helps maintain competitiveness in this area.

In France, an analysis of the internal salary structure was initiated to ensure that the existing salary ranges are competitive and adapted to the realities of the labour market. Individual adjustments may be made when necessary and justified, while remaining within LFB's budgetary framework. A specific envelope for pay equity was budgeted in 2025 to finance targeted measures/adjustments to reduce unjustified gaps. Nearly 91 people benefited from this funding. Thus LFB has begun work on the measures for the future transposition of the European directive on transparency of remuneration.

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.).

Continuing an active policy to promote the sustainable integration of young people

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 some twenty schools that provide training in sector professions, in the regions where LFB's sites are located, and thus promoting the Employer Brand.
- Encouraging management to provide quality support and exciting assignments, in line with LFB values.

This commitment involves internships and work-study programmes (apprenticeship and professionalisation) with 2001 students recruited for internships or work-study programmes in 2025.

A team within the Recruitment & Employer Branding France Department is devoted specifically to the rigorous recruitment of Young Talent, as well as to the leadership of this community within the company and careful individual monitoring of their experience.

Furthermore, in 2025, a partnership codifying privileged relations was signed with the SupBiotech engineering school.

Through these initiatives to identify and retain talent, LFB aims to steadily increase the number of students hired on permanent and fixed-term contracts at the end of their internship or work-study programme. In 2025, 68 students were offered a fixed-term (CDD) or permanent (CDI) contract upon completion of their apprenticeship or internship, representing 2.4 times more conversions than in 2024.

Furthermore, since 2022, LFB in France has been conducting the HappyIndex®Trainees internal survey annually among this population. This anonymous and independent survey from ChooseMyCompany gives interns and work-study trainees the opportunity to freely express their feelings and provide feedback to LFB on the following topics: professional development, work environment, mentor relationships, recognition, purpose, and CSR.

In 2025, 133 work-study trainees and interns across all of LFB's sites in France took part in this survey. For the fourth consecutive year, LFB received the label with an overall score of 4.15/5, an increase of 0.15 in 2025, with a recommendation rate maintained at 92.1%, which is above average for the Healthcare/Chemical sector.

More generally, commitments to diversity in recruitment practices are outlined in the new Group Recruitment procedure signed at the end of 2024. It describes the key principles of non-discrimination in hiring, the conduct of structured, skills-based interviews, and a locally active school relations policy.

Finally, Talent Acquisition teams receive regular training on these topics, and a training module raises awareness of these principles among hiring managers.

A unique employer promise

LFB promotes a unique employer promise, linked to its business and values, to develop the company's attractiveness to diverse target groups of candidates and to acquire the skills it needs to fuel its growth. Furthermore, this communication strategy, embodied by employees actively sharing their experiences and a common culture, contributes internally to fostering a sense of belonging, a key driver of talent loyalty and retention.

In 2025, the Employer Brand strategy will continue, with a highly active and targeted communication plan that combines an increased digital presence, high-impact communication formats, and on-the-ground initiatives in LFB's employment regions.

One of LFB's objectives is to reduce involuntary employee turnover, and in this context, the involuntary turnover indicator in France has been monitored on a monthly basis by the Executive Committee since 2024. The actual rate of involuntary turnover at the end of 2025 was 3.5% vs a cumulative target of 4.3%. In France, employee turnover has been improving.

ACTIONS IMPLEMENTED IN 2025

- Maintaining social media presence:
 - Management of LFB's company LinkedIn, Glassdoor/Indeed, Welcome to the Jungle, and Jobteaser pages
 - Commitment to regular posting of LinkedIn Employer Brand posts, including written employee testimonials;
 - Publishing employee testimonials, known as "career videos," in short, on-camera formats and "day in the life" videos.

The average engagement rate* for LinkedIn posts in 2025 was 12.08%, an increase of 3.96 points. Note that the average engagement rate for posts on the topic of company life is 24%, and a record rate of 84.37% was achieved for a post titled "Career Focus: Regulatory Affairs."

*Engagement rate: An index of activity on the LFB page, measuring the interactions of our followers (likes, comments, shares) with our posts.

The average engagement rate on LinkedIn worldwide in 2025 was 6.40%, in the "Health & Beauty" sector worldwide: 8% (Source: <https://social-trends.agorapulse.com/>)

- Presence at 23 major events with participation from HR and operational teams (forums, job fairs, plant visits), across all LFB employment regions in France.

2. In the USA and at Europlasma

LFB entities in the United States, LFB USA and LFB American Plasma, are Equal Employment Opportunity (EEO) employers. Both entities have a discrimination and harassment policy described in the employee handbook.

Both entities also comply with the Americans with Disabilities Act, as outlined in the employee handbook.

LFB American Plasma followed in 2025 the current legislative framework regarding the communication of data relating to equal opportunities in employment.

At Europlasma, local regulations are already very strict and prescriptive on all these subjects. Plans are in place to launch a strengthened approach to equal pay, which is an important issue for France as well (upcoming application of the European directive).

RESULTS:

Breakdown of registered workforce at 31/12/2025 in the Group (excluding Amber Plasma) by gender and by type of contract (headcount)

SUBSIDIARIES	Men			Women			Total per subsidiary	Percentage per subsidiary
	CDI	CDD	Work-study	CDI	CDD	Work-study		
LFB France	1153	55	70	1088	92	113	2571	77.9%
Europlasma Austria	47	1	0	197	0	0	245	0.76%
Europlasma Czech Republic	14	4	0	61	16	0	95	2.9%
Europlasma Germany	6	0	0	34	0	0	40	1.2%
LFB USA	46	0	0	51	0	0	97	2.9%
LFB American Plasma	51	0	0	140	0	0	191	5.8%
LFB Gmbh	4	0	0	5	0	0	9	0.3%
LFB Hemoderivados e biotecnologia	0	0	0	1	0	0	1	0.0%
LFB Biopharmaceuticals	4	0	0	5	0	0	9	0.3%
LFB Bioterapias Spain	4	0	0	0	0	0	4	0.1%
CAF-DCF	4	0	0	9	0	0	13	0.4%
LFB Mexico	10	0	0	15	0	0	25	0.8
Group Total	1343	60	70	1606	108	113	3300	100%
Percentage by gender and contract type	40.7%	1.8%	2.1%	48.7%	3.3%	3.4%	100%	

Breakdown of registered workforce at 31/12/2025 in the Group (excluding Amber Plasma) by seniority (headcount)

SUBSIDIARIES	- 2YRS	2-5YRS	6-10YRS	11-20YRS	21-30YRS	+30YRS
LFB France	734	716	359	346	235	181
Eurolasma Austria	61	78	30	67	8	1
Eurolasma Czech Republic	30	23	27	15	0	0
Eurolasma Germany	40	0	0	0	0	0
LFB USA	72	39	10	7	12	2
LFB American Plasma	102	88	1	0	0	0
LFB Gmbh	4	2	1	2	0	0
LFB Hemoderivados e biotecnologia	0	0	0	1	0	0
LFB Biopharmaceuticals	1	6	2	0	0	0
LFB Bioterapias Spain	2	2	0	0	0	0
CAF-DCF	3	6	0	2	2	0
LFB Mexico	12	9	2	2	0	0
Group Total (Headcount):	1016	969	432	442	257	184
Percentage of workforce in each category	30.8%	29.4%	13.1%	13.4%	7.8%	5.6%
Mean seniority in Group (years):	9.4					

Breakdown of registered workforce at 31/12/2025 in the Group (excluding Amber Plasma) by seniority (headcount)

Subsidiaries	- 30yrs	30-50yrs	+ 50yrs
	Number	Number	Number
LFB France	587	1387	597
Eurolasma Austria	22	151	72
Eurolasma Czech Republic	19	53	23
Eurolasma Germany	9	24	7
LFB USA	22	26	49
LFB American Plasma	75	95	21
LFB Gmbh	0	5	4
LFB Hemoderivados e biotecnologia	0	1	0
LFB Biopharmaceuticals	0	3	6
LFB Bioterapias Spain	0	1	3
CAF-DCF	0	7	6
LFB Mexico	2	16	7
Total number, Group (headcount)	736	1769	795
Percentage for each category	22.3%	53.6%	24.1%
Mean age, Group (years)	40.8 years		

- Employment: 808 arrivals in 2025, under all contracts in the Group (excluding Amber Plasma) excluding transfers and contract suspensions.
- The total workforce at 31/12/2024 was 3,300 employees.
- 5.6% work-study trainees in the workforce at 31/12/2025 (number of work-study trainees/total workforce at 31/12/2025), compared to 6% in 2024.

KEY PERFORMANCE INDICATORS (KPIs):

KPIs for Group excluding Amber Plasma	2024 value	2025 value
Breakdown of women and men (F/M) in the workforce at 31/12 (%)*	54.5% / 45.5%	55.4% / 44.6% ☒
Breakdown of number of women and men (F/M) in senior management at 31/12 (%)*	ND**	37.3% / 62.7% ☒

*For the definition and detailed calculation of the indicators, please refer to Appendix 3 – Methodological note.

** NA = Not Available

While the gender distribution within the workforce is aligned with LFB's objective, the distribution of senior managers (women and men) can still be improved. Corrective measures are being implemented.

5.3. DEVELOPING SKILLS

Challenge

Training and development of employee skills remains a priority for 2025 to support the Group's global transformation strategy in France and internationally. It must also help to keep employees' skills up to date and anticipate those the company will need in the future. This investment also contributes to retaining our talent.

LFB's policy

Initiatives to improve and consolidate LFB's transformation across all sites are implemented in the area of both individual and collective professional development:

- Pursue and promote internal mobility and career advancement
- Strengthening collective employee development initiatives in line with LFB Group's development objectives, particularly regarding mandatory training related to pharmaceutical regulations.
- Invest in strengthening a culture of Quality, Safety, and Operational Excellence
- Raise awareness to CSR issues
- Develop a company culture around four key behaviours through a specific programme.

Internal mobility

The implementation of tools and processes to promote internal mobility continued in 2025.

For the third consecutive year, LFB conducted the career committee campaign (26 meetings held, involving over 400 employees).

These committees review wishes expressed by employees in their individual development plans and match them with the current or future needs of the organisations.

Career gateways (development radar) are available to employees to easily identify which career path can be offered within LFB.

2025 was the year of the launch of Talent Reviews which aim to identify high-performing employees in their position who have the desire and potential to evolve significantly within the Group.

Identifying key positions within the organisation also enabled LFB to prepare short-, medium-, and long-term succession plans for certain functions.

Raising awareness of CSR

The "CSR Pass" was launched in 2025 and is a fun and interactive "serious game" to discover what Corporate Social Responsibility is and what it means for all employees. The first part of the "CSR Pass" aims to familiarise employees with the issues addressed by CSR, to remind them of LFB's raison d'être and what it implies for the company, and to communicate the CSR strategy.

Initiatives implemented to develop skills through the digital transformation

The digital transformation for learning undertaken by LFB constitutes a major strategic lever of its CSR policy, and skills development has been placed at the heart of its performance. Faced with the rapid evolution of professions, technologies and societal expectations, the Group has chosen to completely overhaul its digital training tools in order to strengthen the employability of its employees in France and internationally.

This structuring project, which was initiated in 2025, is based on the rollout of a single digital platform across the Group: MyLFB Learning, designed to harmonise practices, secure career paths and guarantee equal access to skills development plans, regardless of profession, geographical area or level of responsibility.

More than a simple technological tool, this platform is a true pillar of the employee development strategy. It allows for the anticipation of skills and authorisation needs, adaptation to changes in jobs and the dissemination of a culture of continuous learning. It also helps to strengthen the collective agility of LFB, while promoting employee engagement and empowerment in their professional development.

The platform is scheduled to be made available in the second half of 2026, following a rollout over 2025 and 2026. This initiative reflects LFB's ambition to combine digital innovation, social responsibility and long-term performance.

LFB also relies on innovative educational technologies, such as virtual reality and immersive simulators (including Virtual Speech or Uptale). These solutions present realistic, safe and reproducible scenarios that promote learning through experience. They are particularly suited to the development of behavioural, technical or public speaking skills, while contributing to more inclusive, accessible and low environmental impact training, by limiting travel and cumbersome in-person arrangements.

As an example, the Industrial Trades Department continued its development of digital tools to support training within the plants in France (preparation for FDA inspections, GMP Refresh 2025, video microcapsules, etc.)

LFB in France also continues to work on several areas:

1. Managerial skills

In 2025, LFB continued to strengthen managerial skills with the rollout of two new training modules that are part of the development path for experienced managers:

- Managerial Leadership, which aims to help participants understand how to embrace their managerial role and strengthen their leadership.
- Manager of Managers, which aims to reinforce the key qualities of a leader-manager (assertiveness, strategic thinking, and influence).
- As part of the cultural programme, co-development workshops were rolled out in France and internationally to reinforce the three pillars expected of managers (90 sessions in France and 10 internationally, reaching nearly 450 managers): Providing meaning, setting an example, and promoting positive behaviour
- Implementation of individual and group coaching,
- Systematic evaluation for employees without prior managerial experience upon assuming their role.

2. Quality

LFB is committed to the quality of the medicinal products provided to patients and compliance with all regulations applicable to its activities, and therefore continues to invest heavily in professional training focused on quality for all employees at its manufacturing sites.

In 2025, the annual Good Manufacturing Practices (GMP) training campaign was deployed to all employees and managers involved in GMP activities, in the form of 3 digital modules and a final assessment. A rigorous management system is used to ensure that 100% of the employees concerned complete this training, and to guarantee proper mastery of the reference materials.

All these annual training and evaluation sessions allow LFB to maintain a continuous improvement approach to its operational management.

Each year, new training modules are created or updated, either to support the new Arras plant project, to update quality processes, or to address any needs identified by operational departments.

Finally, in 2025, the training teams were mobilised to train new employees at LFB's various industrial sites, integrating and training them as part of a very ambitious recruitment plan (approximately 40 onboarding sessions were conducted).

3. Scientific expertise

Scientific trainers develop and implement comprehensive training programmes to support field teams in scientific and medical matters. These training courses are part of the launch of new medicinal products and/or the integration of new employees.

In order to accommodate different learning styles and to provide ongoing support to field teams in their work with healthcare professionals, the scientific trainers have:

- expanded the range of "Pathologies & Competition Review Kits" which offer employees a fun way to train autonomously.
- continued the digitalisation of learning by creating e-learning tools, html educational activities and online games.

4. Operational excellence / Lean management

In February 2023, the Operational Excellence Department was created to optimise LFB's performance by making all processes efficient, stable, and reliable. This Department works actively towards increasing and honing the skills of all of employees. An ambitious development plan was rolled out in 2025; more than 497 employees have completed across all French sites a certification course on continuous improvement procedures.

5. Workplace safety

Regulatory technical training enabling employees to increase their skills with regard to risk assessment, and provide refresher training, remains available (e.g. Certificate of Aptitude for Safe Driving (CACES), electrical accreditation, working at heights, pressurised equipment).

These training courses are supplemented by voluntary training delivered by certified external or internal trainers (e.g., first responder training, fire training).

In addition to these technical training courses and as part of a continuous improvement approach, LFB developed and, since 2024, has been providing an internal training programme on "Roles and Responsibilities of Occupational Health and Safety Managers," which is being rolled out for all managers in the Industrial & Quality Department. This training is now included in the curriculum for all new managers, whether they change roles internally or join LFB for the first time.

Following on from this training, LFB has partnered with a long-established training organisation to develop training on "Roles and Responsibilities of Contractors in the area of Safety". This training is also listed in the catalogue, with

the option of being provided internally by the EHS teams or the training organisation. A pilot programme was conducted at the Lille site and is now being rolled out at other sites to support the implementation of "Work site Short-Interval Management Meetings" (a Lean Management tool).

Finally, in synergy with these initiatives, the SAFE (Safety in Action, Stronger Together) programme was launched for the LFB Group in April 2024 on the occasion of World Safety at Work Day in partnership with the company DSS+. Following the diagnosis in 2024, the design was co-constructed during the 4th quarter of 2024 and the 1st quarter of 2025. The design set out the frequency and content of health and safety routines, called "rituals".

These activities, which are adapted to each management level, are integrated into the schedules of teams, contract givers, and service providers, within the framework of a Prevention Plan, through dialogue sessions focused on health and safety at work:

- 5 Risk qualification rituals
- 2 Risk awareness rituals
- 2 Risk decision rituals

To support their rollout and equip the management line so that it can lead the promotion of health and safety in its daily operations, a course has been designed for all managers of the Industrial & Quality Departments, the Biopharmaceutical Development and Non-Clinical Studies Departments, and the General Services Department.

The managerial skills taught in the courses were defined in synergy with the stakeholders of the Culture programme to ensure maximum coherence and crossover.

At the end of the course, the managers continue the rituals according to the defined schedule and record their achievement in the Stop DataPro® IT tool on which they trained during the coaching sessions.

The programme design phase also involved co-development of the LFB Group standards, which all departments that joined the programme in 2025 must comply with, and which translate regulatory expectations into operational terms to improve the control of major health and safety risks at work. The actions recommended in the standards include the training and qualifications required for job positions, as well as the required frequency of refresher training.

The assessment of conformity with the standards was carried out by each industrial site between June and October 2025. The strategy to achieve conformity has now been defined by each site since the 4th quarter of 2025.

This training programme was complemented by workshops devoted to workplace safety. These "Safety Days", which were held at the 5 industrial sites between 01 and 23 December 2025, consisted of a plenary meeting followed by 4 interactive workshops focusing on and giving meaning to the "Take 5" ritual and the 7 Rules That Save. These workshops were led by internal staff from various professions, including members of the site Executive Committees, trained for the role.

6. Development of cross-functional skills

- English

The deployment of English language training has intensified and remains a development priority for LFB as part of the Group's international growth.

- Project management

The creation of a shared Project Management culture accelerated in 2025 with the continuation of Module 1 "Essential" and the rollout of Module 2 "Advanced" and Module 3 "Expert".

- Finance for non-financials

A comprehensive Finance for Non-Financials development programme has been built on two learning levels: two modules, "Essential" and "Advanced".

In 2025, the programme and pilot session of the "Advanced" module were rolled out.

7. Additional Information:

At the Europlasma subsidiary level, a training programme for centre directors and their deputies was implemented in all countries, focusing on leadership, communication, and conflict management.

- In the Czech Republic, all employees attended courses on donor communication and conflict management.
- In Austria, de-escalation training was organised for our largest centres that deal with "difficult" donors.

RESULTS:

The results and KPIs achieved in 2025 are not comparable to those of 2024, as the scope was expanded in 2025 to include the US subsidiaries (LFB USA and LFB American Plasma).

Group results, excluding promotional subsidiaries and Amber plasma	2025
No. employees trained at least once	3359
Percentage of employees trained at least once in the year	75.7%

Percentage of employees (fixed-term, permanent, and work-study/professional training contracts) trained at least once during the year: *Number of employees trained at least once / (Total workforce in year Y-1 at 31/12 + number of arrivals under all contracts in year Y + number of departures under all contracts in year Y)*.

At the end of 2025, LFB launched a tool to raise employee awareness of CSR issues. At 31 December 2025, 2.8% of the workforce had completed at least one awareness session. The goal is to reach 100% of employees trained on CSR issues by 2030.

KEY PERFORMANCE INDICATORS (KPIs):

LFB Group KPIs excluding Amber Plasma	2025
Percentage of employees with an Individual Development Plan*	67.0% ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

The 2024 data is not specified because the calculation methodology for this KPI has changed; therefore, it is not comparable to the 2025 data.

This result aligns with LFB's objective: that 100% of LFB employees have an individual development and skills plan by 2030.

6. ACTING WITH INTEGRITY

6.1. MEASURES TO FIGHT CORRUPTION

LFB's corruption prevention policy is based on zero tolerance for any form of corruption or other breaches of integrity.

To this end, LFB has implemented a corruption prevention programme, in accordance with the provisions of the French Sapin 2 Act^[4] which is based on three fundamental pillars:

a) Involvement of the governing body

The Executive Committee entrusted the Ethics and Compliance Department with the rollout and supervision of this programme. The Executive Committee members approve the corruption risk mapping and monitor the associated action plan. The Audit & Risk Department is also involved in the evaluation and monitoring of this programme.

The Ethics & Compliance Committee is co-chaired by the Legal and Compliance Director and the Head of the Ethics and Compliance Department. It is composed of the direct reports of the designated Executive Committee members. Its roles include assisting and advising the Ethics and Compliance unit in fulfilling its missions by providing cross-functional resources and input.

The LFB's board of directors is regularly informed about the corruption prevention policy implemented by the LFB.

b) Corruption risk mapping

LFB has carried out corruption risk mapping since 2017, and the map is updated every three years. However, the main changes and events which took place at LFB over the previous year are reviewed through key interviews to update the map as necessary in light of those elements. This risk map is associated with an action plan aimed at reducing the identified risks and thus strengthening the corruption prevention programme.

c) Prevention and detection measures

a. Preventive measures

• Anti-corruption code of conduct

LFB's anti-corruption code of conduct is one of the tools in its corruption prevention programme. It was updated in December 2022 and sets out rules and principles to combat corruption and guide managers and employees in their daily ethical decision-making. It can be found on our website: [here](#).

This code applies to all Group employees and managers, as well as to LFB's external stakeholders (partners working for or with LFB) for all activities in France and abroad. It has been translated into several languages. Violation of that code could be detrimental to LFB and lead to disciplinary action.

4 - Article 17 of Act No. 2016-1691 of 9 December 2016 on transparency, the fight against corruption and the modernisation of economic life

• Employee training

A mandatory e-learning module on the prevention of corruption, intended for all managers and employees exposed to the risks of corruption and influence peddling as identified in the corruption risk map, is carried out in French and English. This training is provided upon the arrival of any employee in the company and then every two years.

An e-learning module on the Anti-gift scheme is provided to all managers and employees interacting with stakeholders in the French healthcare system. This training is provided upon the arrival of any employee in the company in France and then every two years.

Key performance indicators are included in these two e-learning modules:

- For the corruption prevention training, among the defined target population, LFB's objective is to reach 90% of targeted individuals having completed the training at the Group level;
- For training on the, Anti-gift scheme, LFB's objective for the defined target population is to reach 95% of targeted people having passed the training within the LFB France scope.

The actions implemented to achieve these objectives include:

- Regular monitoring of training progress.
- Reminders to ensure all learners complete these training courses.

Third-party integrity assessment

LFB's third-party due diligence process assesses the integrity of third parties working with LFB, as well as the degree exposure to risks of corruption and international economic penalties arising from LFB's interactions with these third parties. This process enables LFB to decide whether to enter into a relationship with that third party, continue an ongoing relationship or end it.

b. Detection measures

• Internal reporting procedure

The internal reporting procedure was updated in December 2022 to incorporate the changes made by the so-called French Wasserman Act^[5] which strengthens the protection of whistleblowers. A whistleblower hotline system is available to LFB employees and stakeholders and allows them to confidentially report any facts or behaviours that violate LFB's values and principles. As an integral part of the Anti-corruption code of conduct and the associated training, this system is the subject of regular communications.

• Internal controls

A system of controls at different levels, involving in particular the Audit & Risk Department, ensures the effectiveness of the corruption prevention programme. It is supplemented by monitoring of key indicators (training, ethics alerts).

5 - Act No. 2022-401 of 21 March 2022 aimed at improving the protection of whistleblowers

RESULTS:

- Percentage of the most at-risk employees in the LFB France scope having been trained and completed the e-learning training on the Anti-gift scheme and transparency of relations: 90% in 2025 versus 97% in 2024.
- 0 conviction for violation of anti-corruption and anti- bribery laws
- 0 confirmed incidents of corruption or bribery

KEY PERFORMANCE INDICATORS (KPIs)

LFB Group KPIs (excluding Amber Plasma)	2024	2025
Percentage of target employees who passed the anti-corruption training*	86%	88.0% ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

In 2024, anti-corruption training was only rolled out to targeted new arrivals, unlike in 2025 where it was provided to all targeted employees. This improvement compared to 2024 is aligned with the objective that 90% of targeted employees will be trained in anti-corruption by 2030.

6.2. RESPECTING PERSONAL DATA PRIVACY

The protection of personal data ensures respect for individuals, supports data quality and integrity, strengthens cybersecurity and operational resilience, and supports responsible innovation. As such, it contributes to the Group's conformity, stakeholder trust and overall performance.

LFB is committed to protecting the personal data it processes, whether from patients, donors, healthcare professionals, employees, partners or more generally from all people with whom the Group interacts. Because of the nature of its business, it pays particular attention to sensitive data, especially health data.

The Group's entities in France have appointed a Data Protection Officer (DPO), within the Legal and Compliance Department, who reports directly to the Group's Legal and Compliance Director. An annual report is presented to the highest level of the organisation.

A DPO is also appointed for other Group entities when required by local regulations. Data protection has been integrated into the company's risk mapping, which is updated annually.

Policies and mechanisms

LFB has an internal data protection policy applicable to all relevant entities. Entities subject to the GDPR (General Data Protection Regulation) have implemented, in particular:

- A procedure for managing the rights of individuals (access, correction, objection, etc.);
- A procedure for managing violations (risk assessment, notification to the authority and the persons concerned, capitalisation);
- An ongoing record of processing activities and the completion of Data Protection Impact Assessments (DPIAs) when processing is likely to result in a high risk to rights and freedoms.

Training and awareness

Within the French entities, employees identified as processing personal data received specific training every two years until 2024, and that training has been annual since 2025.

In France, personal data protection awareness training is conducted during employee onboarding, and training sessions are organised several times a year for employees.

The 2025 target for the personal data protection training rate of identified employees has been set at 80%.

The Group continues its continuous improvement efforts to strengthen data protection.

KEY PERFORMANCE INDICATORS (KPIs)

KPIs for LFB France	2025
Percentage of target employees who passed GDPR training*	90,7% ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

6.3. RESPONSIBLE PURCHASING

The Purchasing Department's policy follows the Group's strategy and is based on the Supplier Relations Charter, as detailed in LFB's Responsible Purchasing Policy, which is available on our website here, and its General Terms and Conditions of 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,
- Make administrative, financial and contractual flows more reliable, particularly in accordance with current regulations,
- 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).
- Train in best practices for responsible purchasing. LFB's goal is to maintain a 100% buyer training rate. This indicator has increased from 89% in 2023 to 100% in 2024, enabling LFB to achieve its objective.

This challenge concerns and is addressed within the LFB France scope. It is not addressed within the Group scope because the Purchasing Department does not handle purchasing of the plasma starting material. In addition, purchases are mainly made within the France scope due to the production inputs and materials required for plants located exclusively in French territory.

Responsible purchasing

To meet LFB'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:

- Evaluation of suppliers via EcoVadis and/or a CSR questionnaire developed by LFB.
- Integration of criteria related to LFB's CSR strategy into tenders (at a minimum, EcoVadis rating and/or LFB CSR questionnaire).
- Integration of respect for animal well-being in the relevant supplier contracts.

- Sharing of a shuttle for transportation of staff from the Les Ulis site, with companies located near the site.
- Mapping of CSR risks related to purchasing, allowing for anticipation of the need for due diligence (Action plans defined for the four highest-risk categories).
- Annual training for buyers on CSR issues (Developed and delivered by an external provider):
- Training session on 06 October 2025: Training for LFB buyers on using the Responsible Purchasing toolkit.
- Training session on 24 November 2025: Training for LFB buyers on decarbonising procurement.

RESULTS

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

The table below shows the changes in the purchasing indicators between 2024 and 2025.

PURCHASING INDICATORS	2024	2025
Amount covered by purchases (excluding plasma purchases)	NC*	€ 786.9 million
Percentage of buyers trained in responsible purchasing	100%	100%
Percentage of buyers with CSR goals	100%	100%
Average payment time for suppliers and subcontractors (days)	53	57

6.4. PREVENTING CYBERATTACKS

By virtue of its status, LFB must protect its information assets and the services essential to its missions. The security of the Group's information system is a major issue, and this is the scope within which it is addressed.

LFB'S COMMITMENTS IN THE ARE OF CYBERSECURITY

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

It is based on five 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.

One of the objectives of the IT security system policy is to maintain a minimum success rate of 90% in the Group's phishing tests.

MEASURES IMPLEMENTED

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

- 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 for correlation and analysis by a SOC (Security Operations Centre) team.
- Supervision of data 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,
- Protection against threats to workstations and servers: deployment of an advanced security tool to detect and block threats.
- Protection against threats to the internal network: deployment of next-generation firewalls.
- Protection against account hijacking threats (phishing):
- User awareness training through e-learning, phishing tests, cybersecurity best practices, tutorials, a dedicated cybersecurity webpage, regular alerts, and publications related to the European Cybersecurity Month campaigns.
- Checking for suspicious connections,
- Deployment of multi-factor authentication.
 - Fraud protection:
 - User awareness through e-learning on identity theft, CEO fraud, fake supplier fraud and audio deepfakes,
 - Addition of an alert banner to external emails.
- Information system security audit with regular penetration testing.
- IT security governance through security committees,
- Contracting of Cybersecurity insurance.

RESULTS

- 83% of blocked emails represent a threat in 2025 compared to 85% of blocked emails represent a threat in 2024.

KEY PERFORMANCE INDICATORS (KPIs)

LFB Group KPIs	2024	2025
Percentage of users who passed the fake phishing test*	95%	90% ☒

*For the definition and detailed calculation of the indicator, please refer to Appendix 3 – Methodological note.

This lower result was due to a more personalised fake phishing test than in the previous year. The number of phishing tests is expected to increase in 2026.

APPENDIX 1: SUMMARY TABLE OF KPIs⁶

KPIs <i>Refer to the table on pages 8-9 for the areas covered by each KPI.</i>	2025	Verification by an independent auditor
Serving patients		
Quality complaints indicator (ppm)	19.0	☑
Committing to our teams		
Breakdown of number of women and men (F/M) in senior management at 31/12 (%)	37.3% / 62.7%	☑
Breakdown of women and men (F/M) in the workforce at 31/12 (%)	55.4% / 44.6%	☑
Percentage of employees with an Individual Development Plan	67%	☑
Frequency rate (FR1)	4.5	☑
Respecting the environment		
Variation in GHG emissions related to energy consumption in kg CO ₂ e between 2025 and 2024	-9.2%	☑
Variation in water consumption in m ³ between 2025 and 2024	-15.6%	☑
Percentage of non-hazardous waste recycled	83.3%	☑
Acting with integrity		
Percentage of target employees who passed the anti-corruption training	88.0%	☑
Percentage of target employees who passed GDPR training	90.7%	☑
Percentage of users who passed the fake phishing test	90%	☑

⁶ - The KPIs were verified with limited guarantees by one of LFB's statutory auditors, whose report is available [here](#).

APPENDIX 2: GLOSSARY

CACES = Certificate of Aptitude for Safe Driving
 CAHPP = Central Purchasing Agency for Public and Private Hospitals in France
 CAN = Collective Agreement Negotiations
 CAPA = Corrective Action Preventive Action
 CNA = French National Purchasing Council
 CSEC = Central Social and Economic Committee
 CSEE = Company Social and Economic Committee
 CSR = Corporate Social Responsibility
 CSRD = Corporate Sustainability Reporting Directive
 DASRI = Waste from healthcare activities associated with a risk of infection
 DMA = Double Materiality Assessment
 DREAL = French Regional Directorate for the Environment, Planning and Housing
 DRIEAT = French Regional and Interdepartmental Directorate for the Environment, Planning and Transportation
 EEO = Equal Employment Opportunity
 EEOC = United States Equal Employment Opportunity Commission
 EF = Emission factor
 EHS = Environment, Health and Safety
 ERP = Entreprise Resource Planning
 FDA = Food and Drugs Administration
 FFDSB = French Voluntary Blood Donation Federation
 FR = Frequency rate
 GDPR = General Data Protection Regulation
 GHG = Greenhouse Gas
 GHG Protocol = GreenHouse Gas protocol
 GMP = Good Manufacturing Practice
 HIW = Hazardous Industrial Waste
 HSWCC = Health, Safety and Working Conditions Committee
 IRIS Association = Association for patients with primary immunodeficiencies
 LEEM = Trade organisation of pharmaceutical companies in France
 MA = Marketing Authorisation
 MITM = Medicinal products of major therapeutic interest
 NA = Not Available
 NHW = Non-Hazardous Waste
 PNACC = National Climate Change Adaptation Plan
 PPM = Parts Per Million
 REV = Revenue
 RSRC = Responsible Supplier Relations Charter
 SAFE = Safety
 SFAR = French Anaesthesia and Intensive Care Society
 SIA = Short Interval Animation
 SME = Small- and Medium-sized Enterprises
 SMP = Solvent Management Plan
 SOC = Security Operations Centre
 SSMP = Stock Shortage Management Plan
 TRACC = Reference Warming Trajectory for Climate Change Adaptation
 UMP = Unused medicinal products
 VOC = Volatile Organic Compound
 WFI = Water For Injections

APPENDIX 3: METHODOLOGICAL NOTE

Serving patients

Topic: Increasing patient health and safety

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Number of quality complaints for all products distributed	The number of quality complaints corresponds to the number of expressions of dissatisfaction addressed to LFB regarding its product or service, or the quality complaints handling process itself, for which a response or solution is explicitly or implicitly expected (see standard FD ISO 10002: 2018). For notifications that do not meet the definition of a complaint, a response is sent to the sender by email. This response is saved on the "Quality Quality complaints" network of the Operator QA Department.	N/A: Indicator collected	LFB Group	None	N/A
Total no. of products distributed	The total number of product units distributed corresponds to the number of cartons distributed worldwide (each carton contains one product unit) during the reporting year.	N/A: Indicator collected			
Quality complaints indicator (ppm) ☒	The quality complaints indicator represents the number of quality complaints across all LFB products distributed, compared to the total number of product units distributed, expressed in parts per million	Quality complaints indicator = (Number of quality complaints for all LFB products distributed / Total number of product units distributed)x1,000,000			

Respecting the environment

Topic: Decarbonising our business

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Electricity consumption	Electricity consumption refers to the amount of electricity billed that LFB uses for its production plants and office buildings in France during the reporting calendar year. It is measured in kilowatt hours (kWh).	N/A: Indicator collected			
Gas consumption	Gas consumption refers to the amount of gas billed that LFB uses for its production plants and office buildings in France during the reporting calendar year. It is measured in kilowatt hours (kWh GCV).	N/A: Indicator collected	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Consumption data is not collected by excluded entities.
Hot water consumption	Hot water consumption refers to the amount of hot water billed that LFB uses for its production plants and office buildings in France during the reporting calendar year. It is measured in kilowatt hours (kWh).	N/A: Indicator collected			

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Fuel oil consumption	Fuel oil consumption refers to the amount of fuel oil billed that LFB uses for its production plants and office buildings in France during the reporting calendar year. It is measured in litres (L).	N/A: Indicator collected			
Non-Road Diesel consumption	Non-Road Diesel (NRD) consumption refers to the amount of NRD billed to or consumed by LFB for its production plants and office buildings in France during the reporting calendar year. It is measured in litres (L).	N/A: Indicator collected			
Emission factors for electricity, gas, fuel oil, NRD, and hot water	Emission factors (EF) convert an organisation's activity into kg CO ₂ e. These emissions factors represent the average amount of greenhouse gases (GHG) emitted per reference unit. They come from the ADE-ME Carbon Base except for the EF of hot water which comes directly from the supplier, Dalkia. Each energy is assigned an emission factor (EF). They allow us to estimate the GHG emissions related to the consumption of each type of energy used by LFB. The units for these emission factors are as follows: • kg CO₂e/kWh for electricity and hot water EFs; • kg CO₂e/kWh GCV for gas EF; • kg CO₂e/litre for fuel oil and non-road diesel EFs.	N/A: Indicator collected			
Greenhouse gas emissions related to electricity consumption	Greenhouse gas emissions related to electricity consumption are an estimate of the amount of greenhouse gases released into the atmosphere as a result of the production of electricity used in LFB's activities. This quantity is expressed in kg CO ₂ e and is calculated from the amount of electricity used (in kWh) and the emission factor of the French energy mix (kg CO ₂ e/kWh). GHG emissions related to electricity are included in location-based scope 2.	GHG emissions related to electricity consumption (in T CO ₂) = Electricity consumption in kWh across the consolidated scope* x Electricity EF in kg CO ₂ e/kWh/1000 *Calculation of GHG emissions related to electricity consumption within the consolidated scope (LFB France) by sum of the annual electricity consumption of each site.	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Consumption data is not collected by excluded entities.
Greenhouse gas emissions related to gas consumption	Greenhouse gas emissions related to gas consumption are an estimate of the amount of greenhouse gases released into the atmosphere as a result of gas consumption in LFB's activities. This quantity is expressed in kg CO ₂ e and is calculated from the amount of gas used (in kWh GCV) and the emission factor of natural gas (kg CO ₂ e/kWh GCV). GHG emissions related to natural gas consumption are included in scope 1.	GHG emissions related to gas consumption (in T CO ₂) = Gas consumption in kWh GCV across the consolidated scope* x Gas EF in kg CO ₂ e/kWh GCV/1000 *Calculation of GHG emissions related to gas consumption across the consolidated scope (LFB France) by summing of the annual gas consumption of each site.			
Greenhouse gas emissions related to hot water consumption	Greenhouse gas emissions related to hot water consumption are an estimate of the amount of greenhouse gases released into the atmosphere as a result of the production of hot water used in LFB's activities. This quantity is expressed in kg CO ₂ e and is calculated from the amount of hot water used (in kWh) and the electricity emission factor in France (kg CO ₂ e/kWh). GHG emissions related to hot water are included in location-based scope 2.	GHG emissions related to hot water consumption (in T CO ₂) = Hot water consumption in kWh across the consolidated scope* x Hot water EF in kg CO ₂ e/kWh / 1000 *Calculation of GHG emissions related to hot water consumption across the consolidated scope (LFB France) by summing the annual hot water consumption of each site.			

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Greenhouse gas emissions related to fuel oil consumption	Greenhouse gas emissions related to fuel oil consumption are an estimate of the amount of greenhouse gases released into the atmosphere as a result of fuel oil consumption in LFB's activities. This quantity is expressed in kg CO₂e and is calculated from the amount of fuel oil used (in litres) and the fuel oil emission factor in France (kg CO₂e/litre). GHG emissions related to fuel oil consumption are included in scope 1.	GHG emissions related to fuel oil consumption (in T CO₂) = Fuel oil consumption within the consolidated scope* x EF of fuel oil <i>*Calculation of GHG emissions related to fuel oil consumption across the consolidated scope (LFB France) by summing of the annual fuel oil consumption of each site.</i>			
Greenhouse gas emissions related to non-road diesel (NRD) consumption	Greenhouse gas emissions related to NRD consumption are an estimate of the amount of greenhouse gases released into the atmosphere as a result of NRD consumption in LFB's activities. This quantity is expressed in kg CO₂e and is calculated from the amount of NRD used (in litres) and the NRD emission factor (kg CO₂e/litre). GHG emissions related to NRD consumption are included in scope 1.	GHG emissions related to fuel oil consumption (in T CO₂) = Fuel oil consumption within the consolidated scope in litres* x EF of fuel oil in kg CO₂e/litre / 1000 <i>*Calculation of GHG emissions related to NRD consumption across the consolidated scope (LFB France) by summing of the annual NRD consumption of each site.</i>	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Consumption data is not collected by excluded entities.
Variation in GHG emissions related to energy consumption in kg CO ₂ e between 2025 and 2024 ☒	This indicator is calculated to show the change in greenhouse gas emissions related to LFB's energy consumption in France between 2024 and 2025. The purpose of this indicator is to monitor the evolution of greenhouse gas emissions to guide the low-carbon trajectory and meet the 2030 targets.	The sum of all GHG emissions related to energy consumption (electricity, superheated water, gas, fuel oil and NRD) of each site is calculated. The change compared to the previous year is calculated as follows: (Sum of GHG emissions related to energy consumption in year Y - Sum of GHG emissions related to energy consumption in year Y-1) / Sum of GHG emissions related to energy consumption in year Y-1			

Preserving water resources

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Water consumption (in m3)	Water consumption refers to the water consumption (in m3) billed by LFB's water suppliers at the various sites. For some sites with low water consumption and a billing system that is out of sync with the reporting schedule, consumption estimates were made.	N/A: Indicator collected	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Consumption data is not collected by excluded entities.
Variation in water consumption in m3 between 2025 and 2024 ☒	This indicator is calculated to show the change in LFB's water consumption in France between the reporting year and the previous year. The purpose of this indicator is to monitor the evolution of water consumption and guide it to meet the 2030 target.	The sum of water consumption for each site is calculated. The change compared to the previous year is calculated as follows: (Sum of water consumption in year Y - Sum of water consumption in year Y-1) / Sum of water consumption in year Y-1			

Limiting waste production and ecodesign

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Quantity of Non-Hazardous Waste (NHW) generated (in tons)	Water consumption refers to the water consumption (in m3) billed by LFB's water suppliers at the various sites. For some sites with low water consumption and a billing system that is out of sync with the reporting schedule, consumption estimates were made.	N/A: Indicator collected	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Consumption data is not collected by excluded entities.
Quantity of NHW recycled (in tons)	This indicator is calculated to show the change in LFB's water consumption in France between the reporting year and the previous year. The purpose of this indicator is to monitor and manage water consumption trends to achieve the objective for 2030.	N/A: Indicator collected			
Percentage of non-hazardous waste recycled ☒	The Non-Hazardous Waste recycling rate allows us to include the proportion of non-hazardous waste recycling in the quantity of non-hazardous waste generated by the activities of LFB France's plants.	The sum of the quantities of NHW and the quantities of revalued NHW from each site is calculated to obtain a consolidation at the LFB France level. From this consolidation, the NHW recycling rate is calculated: Recycling rate for non-hazardous waste (NHW) = (total quantity of NHW recycled / total quantity of NHW)x100			

Committing to our teams

Topic: Developing skills

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Number of LFB employees with an Individual Development Plan in place	The number of LFB employees with an Individual Development Plan (IDP) refers to the number of employees on permanent (CDI) and temporary (CDD) contracts who have had an interview with their manager to support their professional development* and whose needs have been formalised and validated in the Workday system, regardless of the actual completion of the planned training. This indicator includes employees who have had their interview and formalised their training needs in Workday since the official launch of the IDP campaign to 31/12/2025. <i>*These interviews are planned development interviews with the manager to review the employee's careers, professional aspirations, and skills to be developed.</i> <i>During this interview, an action plan formalises the professional objectives and skills that each employee wishes to acquire or improve</i>	N/A: Indicator collected			
Total headcount at the launch of the official Individual Development Plan campaign for permanent (CDI) and temporary (CDD) contracts	This indicator corresponds to the number of employees on permanent (CDI) and temporary (CDD) contracts who were part of the workforce on the date of the launch of the official IDP campaign.	N/A: Indicator collected	LFB Group	None	N/A
Percentage of employees with an Individual Development Plan in place ☒	This indicator is calculated from the two preceding indicators. It corresponds to the proportion of employees on permanent (CDI) and temporary (CDD) contracts with in IDP at 31 December 2025, compared to the total workforce at the time the official IDP campaign was launched.	The percentage of employees on permanent (CDI) and temporary (CDD) contracts with an Individual Development Plan (IDP) at 31 December is calculated as follows: Percentage of employees on permanent (CDI) and temporary (CDD) contracts with an IDP at 31 December = (Number of LFB employees on permanent and temporary contracts with an Individual Development Plan (IDP) at 31 December / Total workforce at the launch of the official Individual Development Plan campaign for permanent and temporary contracts)x100			

Topic: Increasing workplace health and safety

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Number of work-related accidents resulting in lost time for LFB employees	A work accident resulting in lost time for LFB employees is considered to be any accident suffered by a worker during and as a result of the execution of their employment contract (including road accidents between two professional locations), and which causes injuries resulting in a temporary incapacity for work (medical leave).	N/A: Indicator collected			Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024).
No. theoretical hours worked	Theoretical working hours correspond to the hours theoretically worked by an employee according to their employment contract. The theoretical hours worked for LFB France and Europlasma include paid leave, maternity leave, and long-term absences. Overtime hours are not included.	N/A: Indicator collected	LFB France Europlasma	Amber plasma LFB USA American Plasma Promotional subsidiaries	Lack of common definitions and homogenised data collection by the promotional subsidiaries.
Frequency rate (FR1) ☒	Work-related accidents resulting in lost time for LFB employees compared to the number of theoretical hours worked	Consolidation of the number of accidents resulting in lost time and theoretical hours worked at the LFB France and Europlasma levels for the FR1 calculation: FR1 (France et Europlasma) = (number of work accidents with lost time / theoretical number of hours worked) x 1,000,000			The data collection process for LFB USA and American Plasma is being refined for integration in the coming years.

Topic: Improve equal opportunities and diversity

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
No. of women in workforce at 31/12 (headcount)	Number of women on permanent (equivalent CDI), temporary (equivalent CDD) or work-study contracts within the workforce at 31/12 of year Y	N/A: Indicator collected			
No. of men in workforce at 31/12 (headcount)	Number of men on permanent (equivalent CDI), temporary (equivalent CDD) or work-study contracts within the workforce at 31/12 of year Y	N/A: Indicator collected			
Breakdown of women and men (F/M) in the workforce at 31/12 (%) ☒	Percentage of men and of women on permanent (equivalent CDI), temporary (equivalent CDD) or work-study contracts within the workforce at 31/12 of year Y. Trainees are not included in this indicator.	Percentage of women in workforce at 31/12 = [Number of women in workforce at 31/12 / (Number of women in workforce at 31/12 + Number of men in workforce at 31/12)] x100 Percentage of men in workforce at 31/12 = [Number of men in workforce at 31/12 / (Number of women in workforce at 31/12 + Number of men in workforce at 31/12)] x100	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024).

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
No. of men in senior management at 31/12 (headcount)	Number of men entering the "senior management" category of the workforce and covered by the scope of the indicator at 31/12 of year Y.	N/A: Indicator collected			
No. of women in senior management at 31/12 (headcount)	Number of women entering the "senior management" category of the workforce and covered by the scope of the indicator at 31/12 of year Y.	N/A: Indicator collected			
Breakdown of number of women and men (F/M) in senior management* at 31/12 (%) ☒	Percentage of men and women in the "senior management" category within the company's defined scope at 31/12 of year Y.	The F/M breakdown in senior management is calculated as follows: Percentage of women in senior management = [Number of women in senior management / (Number of women in senior management + number of men in senior management)] x100 Percentage of men in senior management = [Number of men in senior management / (Number of women in senior management + number of men in senior management)] x100	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024).

- * The "Senior management" category includes permanent contracts with responsibilities that can bind the company
- Members of the Executive Committee (groups 10 and 11 of the pharmaceutical industry agreement);
 - In France: group 9 employees (under the pharmaceutical collective agreement), direct reports of the Executive Committee members;
 - For the international part:
 - Subsidiary directors and General Managers
 - Employees of the LFB USA, American Plasma, and Europlasma Executive Committees.

Acting with integrity

Topic: Measures to fight corruption

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Number of employees LFB targets for anti-corruption training	This indicator represents the number of employees targeted, i.e. identified as exposed to the risk of corruption, to receive the anti-corruption training during the year. The employees who do not speak English were excluded from the target population (as the training is available in English and French). Plans are in place to deploy it in other languages in order to broaden the coverage and scope of the indicator.	N/A: Indicator collected			
Number of targeted employees who completed anti-corruption training	This indicator represents the number of employees targeted, i.e. identified as being at risk of corruption, who completed and validated the anti-corruption training via an evaluation questionnaire during the year. The training is considered to be validated when the trainee obtained a score of 80% or more right answers.	N/A: Indicator collected	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma's workforce is not yet integrated into the HR information system (Workday). This is due to the recent acquisition of Amber Plasma (2024).
Percentage of employees targeted who passed the anti-corruption training ☒	This indicator represents the percentage of employees who completed and passed anti-corruption training via an online assessment questionnaire during the year among the employees targeted (identified as being at risk of corruption).	Percentage of targeted employees who completed anti-corruption training (%) = (Number of targeted employees who completed anti-corruption training / Number of employees targeted for anti-corruption training)x100			

Topic: Respecting personal data privacy

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
No. employees targeted for GDPR training	This indicator represents the number of targeted employees—that is, those identified as processing personal data in the course of their work—who are required to receive GDPR training during the year.	N/A: Indicator collected			
No. target employees who passed GDPR training	This indicator represents the number of targeted employees—that is, those identified as processing personal data in the course of their work—who completed and passed the GDPR training via an assessment questionnaire during the year. The training is considered passed when the training achieves a score of 80% or higher.	N/A: Indicator collected	LFB France	Promotional subsidiaries; Collection subsidiaries; LFB USA	Lack of GDPR programme reporting and assessment of excluded entities currently underway.
Percentage of target employees who passed GDPR training ☒	This indicator represents the percentage of employees who have completed and validated GDPR training via an online assessment questionnaire over the year among the targeted employees (identified as subject to the processing of personal data in the context of their job).	Percentage of targeted employees who completed GDPR training (%) = (Number of targeted employees who completed GDPR training / Number of targeted employees for GDPR training)x100			

Topic: Preventing cyberattacks

Indicator	Definitions	Calculation rules	Scope included	Scope excluded	Justification
Number of user mailboxes	This indicator counts all user mailboxes integrated into our Microsoft office 365 tenant (LFB Group employees excluding Amber plasma, service providers and temporary workers).	N/A: Indicator collected	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma is not yet integrated into the LFB's Office 365 tenant*. As it has its own tenant, Amber Plasma has not yet been included in the target population for phishing tests.
Number of users who did not click on the fake phishing test link	This indicator counts the number of users who were sent a fake phishing test by email and did not click on the fraudulent link in the email body within 24 to 48 hours (24 hours by 2025) of receiving it. At LFB, not all phishing tests proceed to the password entry stage; therefore, password entry is not a parameter included in this indicator.	N/A: Indicator collected	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma is not yet integrated into the LFB's Office 365 tenant*. As it has its own tenant, Amber Plasma has not yet been included in the target population for phishing tests.
Percentage of users who passed the fake phishing test ☒	The percentage of users who passed the phishing test is calculated by dividing the number of users who did not click on the fraudulent link embedded in the email phishing test within 24 to 48 hours (24 hours by 2025) by the total number of users who were sent the phishing test, among LFB employees (excluding Amber Plasma), service providers, and temporary workers.	Percentage of users who passed the phishing test = (Number of users who did not click on the phishing test link / Number of user mailboxes)x100	LFB France LFB USA Promotional subsidiaries Collection subsidiaries	Amber plasma	Amber Plasma is not yet integrated into the LFB's Office 365 tenant*. As it has its own tenant, Amber Plasma has not yet been included in the target population for phishing tests.



LFB S.A.

Auditor report with limited guarantees,
from one of the statutory auditors, on a
selection of key performance indicators

(Financial year ended 31 December 2025)





Auditor report with limited guarantees, based on selected ESG information

Financial year ended 31 December 2025

To the Board of Directors of the company,
LFB S.A.
Tower W – 102 Terrasse Boieldieu – 19th floor
92800 PUTEAUX – France

In our capacity as statutory auditors of your company, we have conducted work to formulate a conclusion with limited guarantees on a selection of key performance indicators (KPIs) determined and voluntarily established by LFB S.A. (hereinafter the “Entity”), in accordance with the CSR reporting protocol entitled “LFB REPORTING GUIDELINE FOR THE CSR REPORT FOR THE 2025 FINANCIAL YEAR” (hereinafter the “Reference guideline”), for the financial year ended 31 December 2025 (hereinafter the “Information”), presented in the appendix to this report and identified with a □ in the CSR report (hereinafter the “CSR Report”).

Our intervention does not cover information relating to prior periods, nor any information presented in the CSR Report other than that which is the subject of our report.

Conclusion with limited guarantees

Based on the work we carried out, as described in the "Nature and scope of work" section, and the information we collected, we did not identify any significant anomalies that would call into question the fact that the Information was prepared, in all its material aspects, in accordance with the Reference guideline.

We do not express any conclusions regarding information relating to prior periods, nor any information presented in the CSR Report other than that which is the subject of our report.

Observation

Without calling into question the conclusion expressed above, we draw your attention to paragraph “1.1. Disclaimer – Conceptual and terminological framework” within section “1. About the report” of the CSR Report, which specifies that the Information was prepared on a voluntary basis by LFB S.A. according to the Reference guideline and, as such, does not constitute information meeting the requirements of the CSRD nor prepared in accordance with ESRS standards

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Preparation of the Information

The absence of a generally accepted and commonly used framework or established practices on which to base the assessment and measurement of the Information allows for the use of different, but acceptable, measurement techniques, which may affect comparability with that of other entities and over time.

Therefore, the Information should be read and understood with reference to the Reference guideline, which is available upon request from the Entity's headquarters, the material elements of which are presented in the *"Appendix 3: Methodological note"* section of the CSR Report.

Inherent limitations in the preparation of Information

The Information may be subject to inherent uncertainty due to the state of scientific knowledge and the quality of external data used. Some information is sensitive to the methodological choices, assumptions, and/or estimates used in its preparation.

In particular, the quantification of greenhouse gases is subject to inherent uncertainty due to the incomplete scientific knowledge used to determine emission factors and the values needed to combine emissions of different gases.

Responsibility of the entity

The Information has been prepared under the responsibility of the management, and it is the management's responsibility to:

- select or establish appropriate criteria for the preparation of the Information (i.e., the Reference guideline);
- prepare the Information by applying the Reference guideline; and
- design, implement, and maintain internal controls that it considers necessary to prepare the Information, ensuring it is free from material misstatements, whether due to fraud or error.

Responsibility of the statutory auditor

It is our responsibility to:

- plan and perform the work necessary to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Reference guideline and is free from material misstatements, whether due to fraud or error;
- formulate an independent conclusion based on the work we have performed and the evidence we have gathered;
- communicate our conclusion to the entity's management.

Since it is our responsibility to form an independent conclusion on the Information as prepared by management, we cannot be involved in the preparation of that Information, as this could compromise our independence.

Professional doctrine and standards applied

Our work described below was carried out in accordance with the professional doctrine of the French National Company of Statutory Auditors (CNCC) relating to this intervention and with the international ISAE standard 3000 (revised) *Assurance Engagements other than Audits or Reviews of Historical Financial Information* published by the IAASB (International Auditing and Assurance Standards Board).

This report does not constitute an audit or a limited review within the meaning of professional practice standards (PPS) applicable in France. It also does not constitute an audit opinion in accordance with the guidelines of the French High Authority for Auditing (H2A).

Independence and quality control

Our independence is defined by the provisions of Article L821-28 of the French Commercial Code, by the code of ethics for the statutory auditing profession, and by the IESBA Code of Ethics (*International Code of Ethics for Professional Accountants (including Independence Standards)*). This report is based on adherence to the fundamental principles of integrity, objectivity, professional competence and diligence, respect for confidentiality, and professional conduct.

Furthermore, we apply the International Standard on Quality Management (ISQM) 1 and, consequently, we have implemented a quality control system comprising documented policies and procedures designed to ensure compliance with ethical rules, professional standards, applicable laws and regulations, and the professional doctrine of the French National Institute of Statutory Auditors (CNCC) regarding this engagement.

Nature and scope of work

We planned and performed our work, described below, taking into account the risk of material misstatements in the Information. As part of our assessment with limited guarantees and based on our professional judgement, we:

- updated our knowledge of the entity and its environment, including elements of internal control relevant to the preparation of the Information;
- assessed the appropriateness of the Reference guideline in terms of its relevance, completeness, reliability, neutrality, and understandability, taking into account, where applicable, industry best practices;
- reviewed the internal control procedures implemented by the entity, through interviews, for certain specific information, to ensure the conformity of the Information with the Reference guideline;
- assessed whether the methods used by the entity to prepare the Information are appropriate in light of the Reference guideline and, where applicable, assessed the appropriateness of any changes in methods and assumptions;
- assessed the information collection and compilation process to evaluate the completeness and accuracy of the information collected and procedures implemented to verify that the data collected was correctly consolidated;
- verified that the Information was established within the scope indicated in the Reference guideline;
- for certain information, analytical procedures implemented to verify the consistency of its evolution and, where necessary, request explanations from management regarding any unusual elements identified;
- based on our professional judgement, we conducted detailed testing of certain Information, using sampling or other selection methods to verify the correct application of the calculation methods and assumptions described in the Reference guideline and to reconcile the underlying data with the supporting documentation;
- assessed the overall consistency of the Information with our knowledge of the entity.

We believe that the evidence we have gathered is sufficient and appropriate to formulate our conclusion.

The procedures implemented as part of this assessment with limited guarantees are less extensive than those required for reasonable assurance performed in accordance with the professional doctrine of the French National Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) and with International Standard ISAE 3000 (revised); a higher level of assurance would have required more extensive verification work.

Restrictions on distribution and use

This report is prepared for your attention within the context specified in the first section and must not be used, disseminated, or cited for any other purpose.

The procedures implemented in this report are not intended to replace any investigations and due diligence that third parties who have received this report may otherwise conduct, and we do not express an opinion on their adequacy in light of their specific needs.

As the statutory auditors of LFB S.A., our liability to the Entity and its shareholders is governed by French law, and we do not accept any extension of our liability beyond that provided for by French law. We are not liable to, and do not accept any responsibility towards, any third party. We shall not be liable for any damages, losses, costs, or expenses resulting from any fraudulent conduct or misconduct by the directors, officers, or employees of the Entity.

This report is governed by French law. The French courts shall have exclusive jurisdiction over any dispute, claim, or controversy arising out of or relating to our engagement letter or this report.

Signed in Neuilly-sur-Seine, le 23 juin 2026.

One of the statutory auditors
PricewaterhouseCoopers Audit



Sébastien Lasou
Partner