



Executive Summary

2025 CSR Report





"At LFB, our goal is to balance industrial performance, innovation and responsibility, for the benefit of patients and the planet."

Thanks to everyone's efforts, 2025 saw pivotal progress towards defining our CSR strategy.

The strategy was built in a participatory manner and draws on the energy of LFB as a whole. An Operational CSR Committee is responsible for monitoring the deployment of the strategy, coordinating around twenty cross-cutting programmes and monitoring the progress of specific social and environmental performance indicators.

In addition to the quantifiable objectives, LFB's approach embodies a collective movement: that of a healthcare company that wants to make responsibility a force for sustainable transformation, all in the service of patients, employees and future generations.

I am proud to present this report, which presents our core principles and the progress made in 2025.

JACQUES BROM

Chief Executive Officer of LFB

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2025 HIGHLIGHTS

Continuation of our industrial transformation to better serve patients

- **The Arras plant produced and marketed its first batches of medicinal product in November 2025**, following ANSM certification to manufacture plasma-derived medicinal products.
- **Strategic transformation of the Carvin site**, which is becoming the backup secondary packaging site for LFB's products.

Definition and roll-out of the Group's CSR strategy

LFB put its corporate raison d'être—"LFB, expertise committed to life"—into action by formalising and launching its new CSR strategy. This strategy, the result of a collective effort, addresses our responsibilities as a public health player, manufacturer, purchaser, supplier and employer. It is structured around four pillars:



- SERVING PATIENTS,
- RESPECTING THE ENVIRONMENT,
- COMMITTING TO OUR TEAMS,
- ACTING WITH INTEGRITY.



[Read the press release](#)

Strengthening our employees' safety culture

Continuing the SAFE programme "Safety in Action: Stronger Together" across LFB's entities has led to a reduction in the number of workplace accidents resulting in time off work for the second consecutive year.



Externally recognised team commitment



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 pay equality.

For the third consecutive year, **LFB has earned the HappyIndex® Trainees label**, with an overall score of 4/5 and a recommendation rate of over 90%.

More than 130 interns and work-study trainees praised the welcoming environment, support, and professional development opportunities at LFB.

Our thanks go to them!



Continued commitment of LFB employees to patient associations

LFB is proud of its support for projects with around ten patient associations in 2025.

To demonstrate their commitment, LFB teams participated—among other initiatives—in a charity sports challenge organised by the IRIS association during World Primary Immunodeficiency Week in April:

- **Over 405 participating employees covered a total of 27,000 kilometres!**



Towards better control of our environmental impact

Through audits and studies, bringing carbon footprint tracking in-house, and defining a roadmap, our goal is to adapt our value chain and operations to climate challenges, conserve water resources, and optimise our production processes.

For the 10th consecutive year, LFB's sustainable development strategy and CSR maturity have been recognised with the "Green Index" label awarded by the CAHPP*.



*Central purchasing centre for public and private hospitals

LFB, A PUBLIC HEALTH PLAYER

LFB is a pharmaceutical company with a public health mission in France¹ that supplies healthcare professionals and patients with life-saving medicinal products of major therapeutic importance. LFB's biomedicinal products are dispensed with a hospital prescription and administered mainly in the healthcare institutions.

Our employees process a very specific raw material: plasma, which they transform into medicines for patients with serious and often rare diseases. These are chronic treatments for immune system diseases or coagulation disorders, as well as emergency care in hospital intensive care units.

To support our scaling up in response to the growing need for plasma-derived medicinal products, we operate several blood and plasma collection centres worldwide through our two subsidiaries:

- **Europlasma**, based in Austria, Germany, and in the Czech Republic;
- **LFB American Plasma**, based in the United States to comply with FDA regulations stipulating that only medicinal products derived from plasma collected in the USA may be sold in the USA.



OUR EMPLOYEES

3,300
employees across
10 countries (78% in France)

55% / 45%
women / men

89%
of employees
under permanent contracts

808
new hires
(all contract types)

9.4
years with company
on average

52%
aged
30 to 50 years

OUR PRESENCE GLOBALLY

-  Blood and plasma collection centres
-  Commercial subsidiaries
-  Production sites for plasma-derived medicinal products
-  Production sites for recombinant medicinal products
-  LFB Group headquarters

LFB BIOPHARMACEUTICALS
CAF-DCF
LFB GmbH
EUROPLASMA
LFB BIOTERAPIAS

CARVIN
LILLE
ARRAS
PARIS
LES ULIS
LFB BIOMANUFACTURING
ALÈS

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

2 - US Food and Drug Administration

CSR AT LFB

In 2024, LFB became one of the first leaders in the French pharmaceutical sector to establish a corporate raison d'être in its articles of association: "LFB, expertise committed to life". It defines the company's utility for society.

More than 64% of our employees worldwide mobilised to share their vision and experience of LFB and define our corporate raison d'être. Our partners, including patient and blood donor associations, healthcare professionals, customers, suppliers, and banks, as well as members of the Board of Directors, were also consulted.



[Read the press release](#)

Building on this raison d'être, we co-constructed our CSR commitments with our internal and external stakeholders in 2025. This strategy formalises our ambitions and objectives. It provides guidelines to ensure a respectful approach that is in keeping with the expectations of all LFB stakeholders. Our CSR strategy is integrated across all LFB areas of expertise.



[Read the press release](#)

OUR STAKEHOLDERS

To define the four pillars of our CSR strategy, we took into account the interests and expectations of our internal and external stakeholders:

- Interviews with LFB's internal subject-matter experts on topics such as the environment, ethics, quality, innovation, and health at work;
- External stakeholders were consulted to complement this vision: customers, partners, patient and blood donor associations, public authorities, investors, and shareholders.

LFB's CSR strategy is therefore based on dialogue with our stakeholders. We identified seven priority stakeholder groups, as follows:

*Our practices today
shape our health
tomorrow*



OUR BUSINESS MODEL

Our economic model places people at the heart of our operations while emphasising patient health and the well-being of blood and plasma donors.

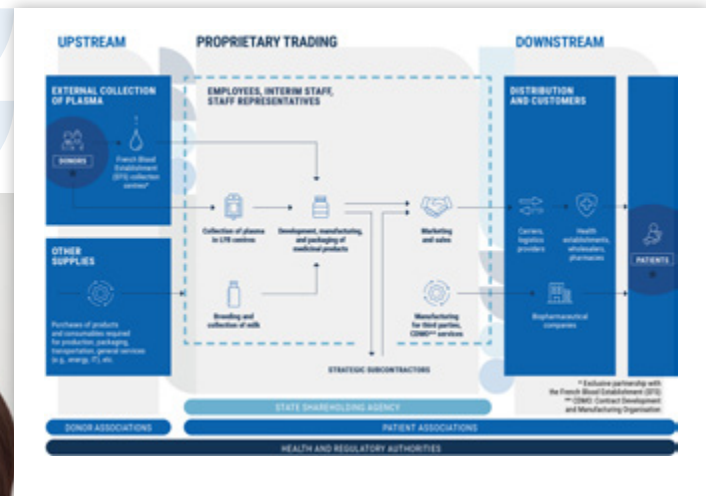
Our expertise makes the link between donors and patients. This added value positively impacts thousands of patients and depends on human resources, natural resources and the generosity of donors. Our business model takes a holistic approach to sustainability.



OUR VALUE CHAIN

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

We integrate environmental, social, and governance principles with due diligence policies and procedures. We are committed to ensuring the highest standards of quality and safety in our products and services, thereby strengthening the trust of patients, blood and plasma donors, and the medical community.



A stable and long-term shareholder
(French State Shareholding Agency / Agence des Participations de l'État).

Our Raison d'être:
LFB, expertise put to the service of 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 CAPITAL

- **Over 3,300** employees,
- **37%** female senior managers,
- **36** scientific publications**,
- **Over 750 patents granted** and pending as of 31 December 2025,
- Overall rating of 4/5 and a recommendation rate of more than 90% in the 2025 HappyIndex® Trainees survey.

NATURAL RESOURCES¹

- **143,215 MWh** of energy consumed (excluding fuel oil and NRD, as these were not statistically significant),
- **4%** certified renewable electricity,
- **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 produce 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,
€501 MILLION IN REVENUE, OF WHICH 49% GENERATED IN FRANCE
AND 51% INTERNATIONALLY,
WITH SALES IN **OVER 30 COUNTRIES**.



**SERVING
PATIENTS**

**RESPECTING THE
ENVIRONMENT**

**COMMITTING
TO OUR TEAMS**

**ACTING WITH
INTEGRITY**



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, haemorrhages 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****,
- **10** sponsorship or donation agreements signed with patient associations,
- **19** complaints per million units distributed (ppm).

EMPLOYEES

- **27** hours of training per employee (excluding commercial subsidiaries),
- **67%** of employees have 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** Professional Equality Index score¹

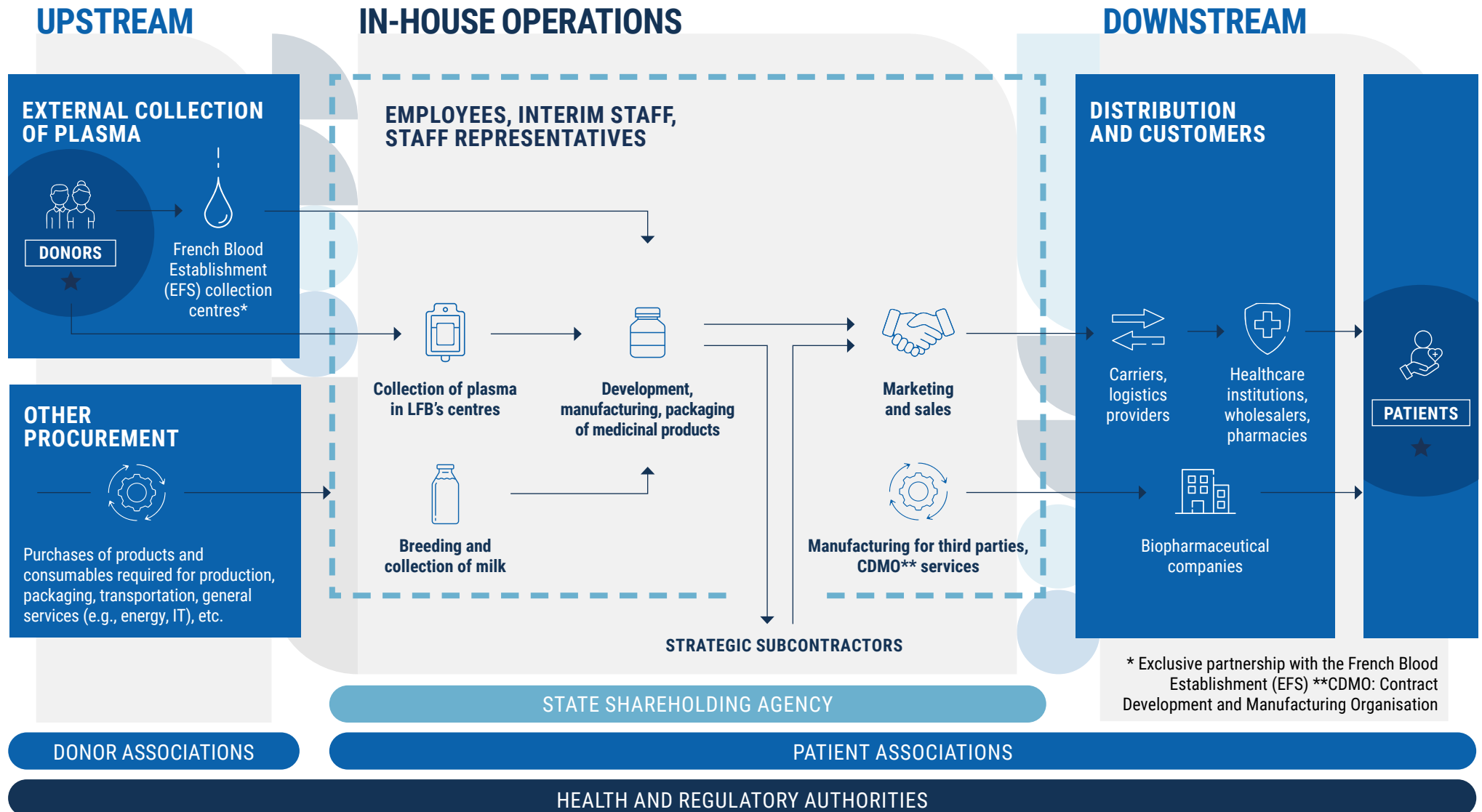
THE ENVIRONMENT

- **Target of a 43%** reduction in GHG emissions (Scopes 1, 2 and 3) by 2030 (vs 2022),
- **16%** reduction of water consumption¹,
- **83%** of non-hazardous waste recovered¹,
- **92%** recycled waste ethanol.

*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

OUR VALUE CHAIN



COMMITMENTS EMBRACED BY OUR ENTIRE ORGANISATION

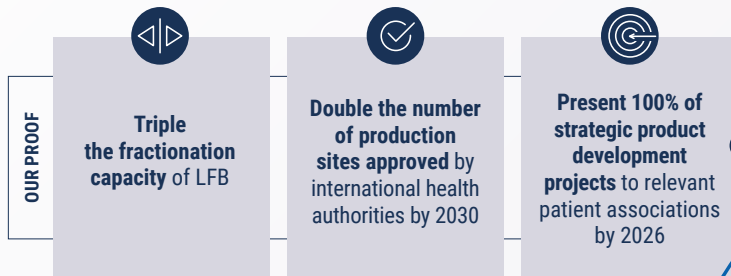
We are integrating CSR governance at all levels of LFB. It ensures full implementation of the strategy through programmes focusing on specific topics and objectives.

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.



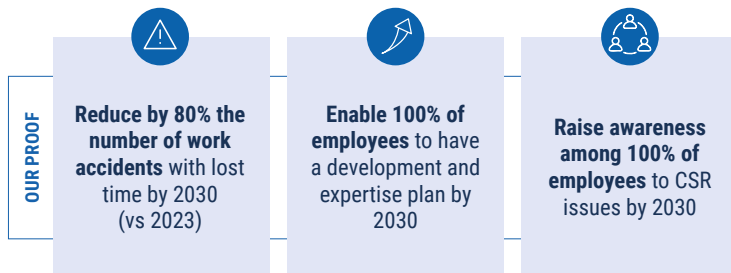
SERVING PATIENTS

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.

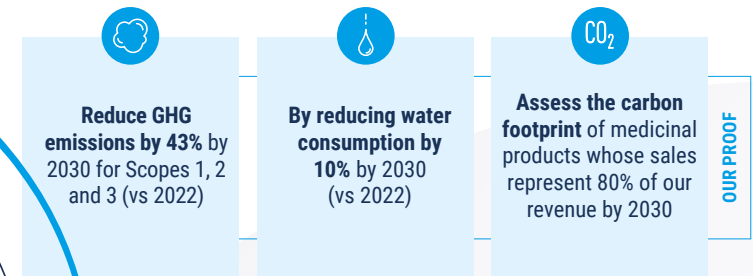


Our CSR strategy
is our Raison d'être in action

"LFB, EXPERTISE
COMMITTED
TO LIFE"

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.



ACTING WITH INTEGRITY

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



A STRUCTURED AND AMBITIOUS CSR ROADMAP

To ensure our non-financial performance and honour our commitments, we have defined our CSR roadmap through programmes supported by members of the Executive Committee. Most of these programmes are managed by a specific programme manager, based on objectives and performance indicators. Quantified targets have been defined in collaboration with expert areas. Starting in 2025, we see that certain programmes have already made significant progress.

Key pillar / commitment	Objective	Year reference	Value 2025	Objectives 2030
SERVING PATIENTS	Triple LFB's fractionation capacity	2024	1112kL	3336kL
	Double the number of production sites approved by international health authorities	2024	11	22
	Improve less than 2 major remarks observed during external audits (health regulatory authorities)	NR	4	<2
	Present 100% of strategic product development projects to patient associations by 2026	NA	100%	100% (2026)
RESPECTING THE ENVIRONMENT	Reduce water consumption by 10%	2022	-11%	-10%
	Conduct a carbon assessment of medicines whose sales represent 80% of LFB's revenue	NR	0%*	80%
	Achieve an 80% of recovery rate for nonhazardous waste	NR	83%	80%
	Study of the feasibility of pretreatment of 100% of DASRI plastic waste	NR	75%	100%
COMMITTING TO THE TEAMS	Reduce by 80% the number of work accidents with work interruption	2023	-44%	-80%
	Provide 100% of employees with the opportunity to create a development and expertise plan	NA	67%	100%
	Raise awareness among 100% of employees to CSR issues	NA	3%	100%
ACTING WITH INTEGRITY	Train 100% of employees on the LFB Code of Conduct by 2028	NA	0%	100%
	Raise awareness among 100% of affected employees about the LFB Responsible Digital Charter by 2027	NA	0%	100% (2027)
	Direct 70% of purchasing expenditure toward CSR-assessed suppliers (CSR questionnaire or EcoVadis rating)	NA	18%	70%
	Ensure that 90% of active donors have a good or excellent donation experience at our collection centres	NA	ND	90%
	Ensure that 80% of active donors recommend our collection centres to a friend or family member	NA	ND	80%

* Analysis initiated, 60% completed



SERVING PATIENTS

Ensuring access to essential treatments

Many patients with serious and often rare diseases depend on plasma-derived medicinal products every day to maintain their quality of life.

Each year, the number of patients who need treatment with plasma-derived medicinal products increases, and therefore demand for these products continues to rise, which puts increased pressure on available volumes.

ENSURING ACCESS TO TREATMENTS IN THE FACE OF RAPIDLY GROWING DEMAND

Essential treatments: 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.



OBJECTIVES FOR 2030:

- **Triple the fractionation** capacity of LFB's plants;
- **Double the number of production sites approved** by international health authorities;
- **Ensure that 100% of strategic product development projects** are presented to the relevant patient associations.



2025 ACHIEVEMENTS:

- **The first batches of medicinal product were produced, certified, and released by the Arras plant**, and made available to healthcare professionals in France starting in November;
- In total, our production sites have obtained **11 certifications issued by international health authorities**;
- **Improvement of our quality complaints indicator** measured in parts per million (ppm) to 19, down from 22 in 2024. This enabled us to meet our goal of achieving a quality complaints indicator of less than 20 ppm in 2025.





The Arras plant, which began operations in 2024, reached a crucial milestone in 2025 by obtaining ANSM certification to produce plasma-derived medicinal products. By the end of 2025, the first batches of medicinal product had been certified, released, and marketed in France.



To align with our internationalization strategy, **the Carvin site began a transformation in 2025** to become the alternative secondary packaging site for LFB's products. Bringing this activity in-house will allow us to be more agile, and therefore better serve patients.



THE COMMITMENT OF OUR EMPLOYEES TO WORKING WITH PATIENT ASSOCIATIONS

For over 30 years, our employees have shared their expertise with patient associations. Interactions between LFB representatives and patient associations help evaluate care pathways and develop initiatives to improve them. Issues such as diagnostic delays, drug availability, and the hospital-to-community care continuum are central to the collaborative work undertaken by LFB and patient associations.

True to our commitment, in 2025 we organised the “LFB Associations Committee” that brings together all our partner patient and blood donor associations. This event plays a key role in strengthening the French plasma-derived medicinal products sector.

In 2025, LFB opened its manufacturing facilities to representatives from patient and blood donor associations on three occasions, offering them an insight into the industrial world. We also invited representatives from the FFDSB (French Federation for Voluntary Blood Donation) and the EFS to attend these visits.



During the *World Primary Immunodeficiency Week* in April, our teams took part in a charity sports challenge organised by the **IRIS association**.



Over **405** participating employees covered **27,000 kms**



2025 ACHIEVEMENTS:

- **100% of strategic product development programmes** were presented to patient associations;
- **10 sponsorship or donation agreements** were signed with patient associations to support their projects.



LE RIRE MÉDECIN



For over 15 years, LFB has been a firm supporter of the **150 professional clowns of Le Rire Médecin**, who perform every day to the great delight of hospitalised children. In collaboration with healthcare teams, Le Rire Médecin gives laughter to children with chronic illnesses in their healthcare environment.

Description of associations in Appendix page 27

RESPECTING THE ENVIRONMENT

Reducing our environmental impact to protect health

Environmental challenges are among the most pressing risks to global health today. They aggravate many diseases, compromise the resilience of healthcare systems and increase pressure on health infrastructures.

MANAGING OUR GREENHOUSE GAS (GHG) EMISSIONS TO DECARBONISE OUR OPERATIONS

LFB has been publishing its carbon footprint since 2017. In 2024, we brought the annual measurement of our GHG emissions in-house to improve monitoring and governance.

We have also initiated life cycle assessment (LCA) calculations for some of our strategic products, with the aim of:

- **Integrating eco-design principles** into their development;
- **Optimising upstream and downstream logistics flows** throughout the different phases of drug production;
- **To commission a unit to process infectious waste (DASRI)** and help establish a circular economy loop through the reuse of recycled materials.

Bringing data and calculation methods in-house and ensuring their reliability has enabled us to achieve an uncertainty rate of less than 9% for our latest carbon footprint assessment conducted in 2024.

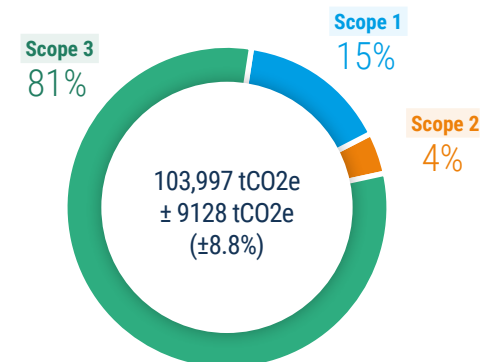


AWARD

For the 10th consecutive year, LFB's environmental efforts have been recognised and highlighted by the CAHPP Green Index.



CARBON FOOTPRINT 2024



For further details, please consult our Environmental Policy on our website



The Scope 1 and 2 “climate energy” decarbonisation plan was developed based on the results of an energy audit carried out in 2023.

The projects making up this plan; the progress of which is monitored on a monthly basis by the Executive Committee, include, for example, replacing cooling units with systems that recover waste heat to supply heat pumps for the hot water network, optimising boiler energy efficiency, and pursuing ISO 50001 certification for the Lille, Arras, and Les Ulis plants.

It is important to note that, due to their geographic location and the French energy mix, half of the energy consumed at LFB’s French plants is carbon-free: 100% of the electricity we consume comes from renewable or nuclear energy sources, and 100% of the electricity consumed at our Alès site is certified as being of renewable origin.

Regarding Scope 3, we are continuing the initiatives previously implemented to help reduce our associated GHG emissions. These measures include applying a responsible purchasing policy; implementing a travel policy aimed at minimising GHG emissions linked to business travel and employee commuting; incorporating the right to work remotely; and continuously increasing the proportion of electric and hybrid vehicles in the company fleet.



OBJECTIVE:

Reduce LFB’s carbon footprint across Scopes 1, 2, and 3 by 43% by 2030 compared to the 2022 baseline year, which includes the Arras plant.



2025 ACHIEVEMENTS:

Our 2024 carbon footprint shows a 15% reduction in greenhouse gas emissions (Scopes 1, 2, and 3) compared to 2022, the baseline year for our decarbonisation roadmap. This trend continued into 2025 with a nearly 10% reduction in energy consumption compared to 2024, resulting in a nearly 10% drop in energy-related greenhouse gas emissions:

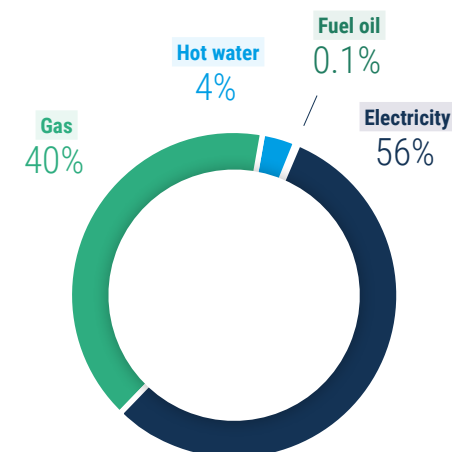
- **A 5% reduction** in emissions linked to gas consumption, achieved through modifications to the boilers at the Les Ulis site;
- **A 12% reduction** in emissions linked to electricity consumption;
- **And a 40% reduction** in emissions linked to steam consumption, through the replacement of cooling units and waste heat recovery at the Lille site in 2024.



*For further details, please consult our **Responsible Purchasing Policy** on our website*

FILLING OF ENERGY

consumed at LFB’s sites in France by category (kWh – 2025)



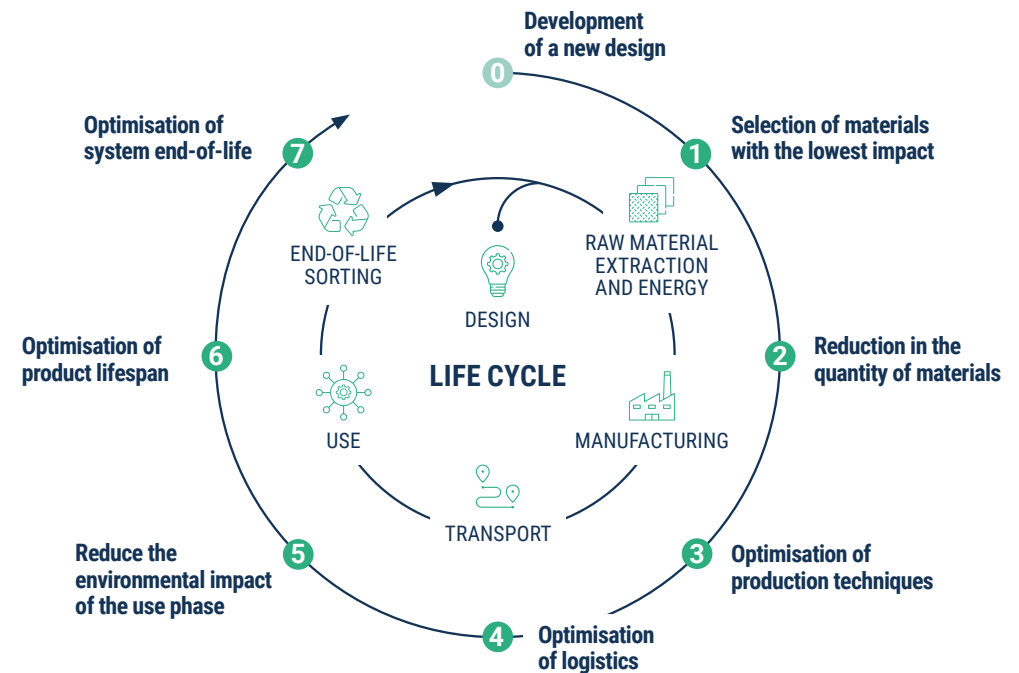
ADAPTING TO CLIMATE CHANGE

Mindful of future environmental challenges and the importance of conserving resources, we assessed our exposure to climate risks in 2025. Based on the PNACC (National Climate Change Adaptation Plan) and the TRACC (Reference Warming Trajectory for Climate Change Adaptation), we specifically studied the impact of changes in temperature, precipitation, fire risks, and water stress on our sites and our value chain.

Our goal is to define short-, medium-, and long-term adaptation measures to ensure the resilience of our operations and continue to meet our public health commitments.

PROMOTE THE ECO-DESIGN OF PRODUCTS TO LIMIT WASTE PRODUCTION AND POLLUTION

Eco-design is a source of innovation and a powerful driver of value creation for companies. It takes the entire product life cycle into account: from R&D to the product's end-of-life, including raw material procurement, manufacturing, logistics, distribution, and usage. This approach enables a more efficient use of raw materials and energy. It thus allows companies to lower costs while reducing environmental impacts.



Brezet wheel



OBJECTIVES:

- Assess the carbon footprint of medicinal products whose sales represent 80% of our revenue by 2030;
- Initiate eco-design planning for the packaging of products accounting for 80% of LFB's revenue by the end of 2027;
- Design disruptive production projects concerning the environment by 2030.



Since 2025, we have been participating in the e-leaflet pilot project driven by the ecological planning initiative in French hospitals. **This two-year pilot phase aims to eliminate paper leaflets for certain products dispensed in hospitals.**



2 medicinal products (5 references) of LFB were selected for the hospital e-leaflet pilot project.

PRESERVING WATER RESOURCES

Water is an essential resource, both for our ecosystems and our 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.



In 2025, a comprehensive analysis of the environmental and eco-toxicological risks associated with the administration of our medicinal products to patients was conducted. **It shows that our medicines, which are natural human proteins, do not release toxic or active substances that could contaminate wastewater and have negative effects on ecosystem and human health.** The same applies to the excipients used.



OBJECTIVE:

Reduce LFB's water consumption by **10% by 2030 compared to 2022.**



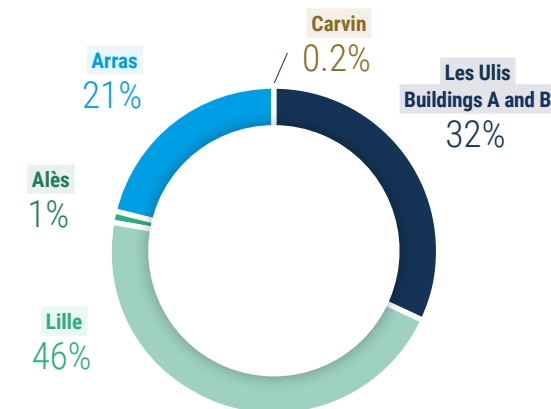
2025 ACHIEVEMENTS:

-11% water consumption in 2025 compared to 2022.

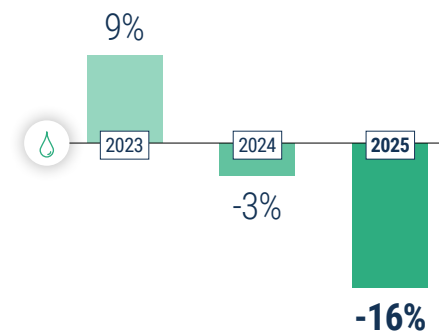
In 2025, we continued implementing initiatives from our Water Plan:

- Launching water consumption assessments and mapping the sites that account for the majority of the Group's water use;
- Reducing water consumption for summer irrigation;
- Optimising the yield of our process water production by reducing losses.

BREAKDOWN OF OUR WATER CONSUMPTION at LFB's French sites in 2025



VARIATIONS OF WATER CONSUMPTION compared to the previous year (% variation)



PROMOTE WASTE RECOVERY

In 2025, LFB's plants in France generated 8,580 tonnes of waste, 80% of which was classified as hazardous.

We are implementing measures during the design, equipping and operation of our facilities to prevent and reduce the generation of this waste.

A portion of our waste is recovered as an energy source through incineration at approved facilities. The remaining waste is recycled, thereby reducing the consumption of raw materials such as wood, metal, paper, cardboard, plastic, and ethanol.



OBJECTIVES:

- Achieve 80% recovery of non-hazardous waste by 2030;
- Study of the feasibility of pretreatment of 100% of DASRI plastic waste.

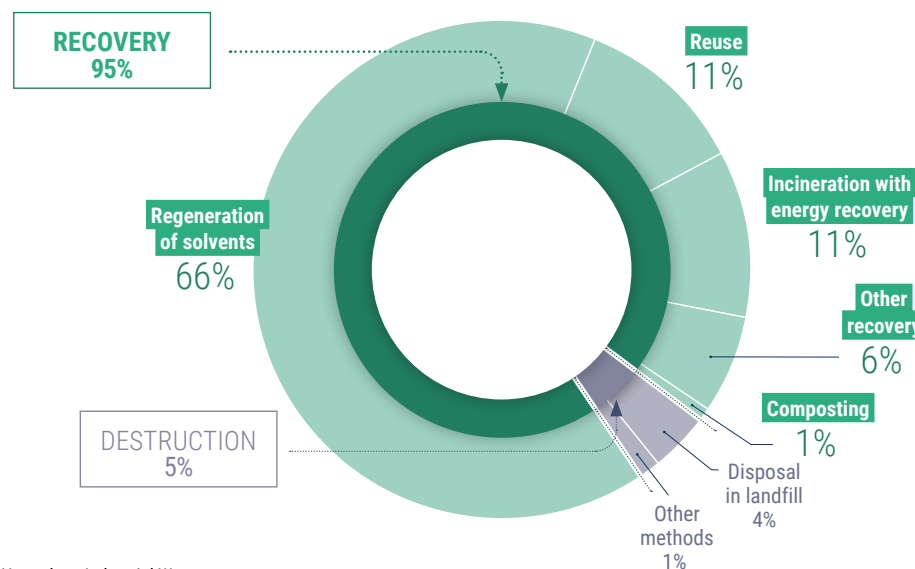


2025 ACHIEVEMENTS:

95% of LFB's waste (hazardous and non-hazardous) was recovered, including:

- 83% of non-hazardous waste;
- 97% of hazardous industrial waste.

OVERALL BREAKDOWN OF HAZARDOUS AND NON-HAZARDOUS INDUSTRIAL WASTE TREATMENT (HIW and NHIW) generated by LFB's French sites in 2025:



HIW: Hazardous Industrial Waste
NHIW: Non-Hazardous Industrial Waste

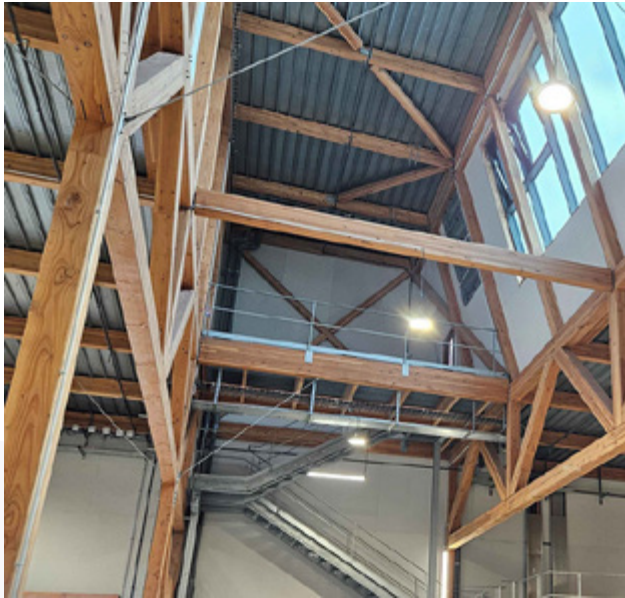
Thanks to this excellent waste recovery rate, we were able to meet our recovery target for non-hazardous waste.

We recover ethanol, our primary hazardous waste, by working with a partner who regenerates it. This recovered ethanol is reintroduced as a raw material for other applications, as part of a circular economy approach.

In France, we are members of several eco-organisations approved by public authorities under

Extended Producer Responsibility (EPR) schemes:

- DASTRI, an organisation approved by public authorities since December 2012, handles infectious healthcare waste (DASRI);
- ADELPHE, for the collection, sorting, and recycling of consumer packaging and graphic paper;
- Cyclamed, for the collection and recovery of unused human medicinal products.



EXPERIMENTATION IN FRANCE

In 2025, LFB launched a project at its Les Ulis site to compact and shred the bottles used to hold plasma that are classified as infectious healthcare waste (DASRI). Shredding these bottles at the end of the production lines should reduce waste volume prior to transport while also boosting site performance by lowering the risk of production line blockages.



EXAMPLE OF INITIATIVES AT THE ARRAS SITE

- **The Arras plant features a dedicated building** that was responsibly eco-designed using recycled and reused materials sourced from local supply chains.
- **Its operations have a low environmental impact** thanks to the use of natural energy sources (sun, wind, rain) and on-site resources derived from the plant's activities.

COMMITTING TO OUR TEAMS

Promoting employee safety and well-being

We 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. We see it as essential to provide our employees with a working environment that promotes motivation and commitment.



For further details, please consult our social commitments on our website



2025 ACHIEVEMENTS:

- **LFB's policy in support of young people:**

In 2025, LFB was awarded the HappyIndex® Trainees label for the third consecutive year, with an overall score of 4/5. This distinction highlights the care taken by our teams to ensure the successful integration of student employees through meaningful assignments and day-to-day support;



- **Strengthen workplace health and safety**
Achieving zero accidents:
a health commitment for LFB.



OUR EMPLOYEES

3,300

employees across
10 countries (78% in France)

55% / 45%

women / men

89%

of employees
under permanent contracts

808

new hires
(all contract types)

9.4

years with company
on average

52%

aged
30 to 50 years



ACHIEVING ZERO ACCIDENTS: A SAFETY COMMITMENT FOR LFB

Our commitment is, and remains, zero workplace accidents for our employees and, more broadly, for all individuals and companies working at our sites. The health and safety of our employees are paramount and are central to our corporate culture. All our plants are subject to the strictest and most demanding health and safety regulations. These requirements ensure optimal prevention and care conditions for our employees and for everyone working at our sites.



For further details, please consult our Health and Safety Policy on our website



OBJECTIVE:

Reduce the number of work accidents with lost time by 80% by 2030 compared to 2023.



2025 ACHIEVEMENTS:

Thanks to the SAFE programme, for the second consecutive year, the number of workplace accidents involving time off work has dropped by over 45% in 2025 compared to 2023, aligning with our 2030 goal.

- Accident rate (involving time off work) down to 4.5;
- Severity rate down to 0.1.

DEVELOPING EMPLOYEE SKILLS

In 2025, employee training and development were a priority to support the Group's overall transformation strategy in France and internationally. Training helps keep skills up to date and anticipates the skills the company will need in the future.

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's development objectives, particularly regarding so-called "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.

In 2025, a "Culture" programme was launched and implemented across all LFB entities. It aims to reinforce key behaviours for all our employees: Four "spark" behaviours were defined based on our values to strengthen the spirit of collaboration, high standards, continuous improvement, and integrity, all in the service of collective performance. It is carried out locally and integrated into management rituals, key projects, and processes.



2025 KEY FIGURES

67%

of employees in the Group have a skills development plan

3%

of employees have received awareness training on CSR issues

76%

of employees trained at least once during the year*

26 hours

of training on average provided per employee trained at least once*

*Excluding promotional subsidiaries



OBJECTIVES FOR 2030:

- Ensure 100% of employees have an Individual Development Plan;
- Raise awareness among 100% of employees regarding CSR issues.

PROMOTING EQUALITY AND INCLUSION

Ensuring a balanced workforce distribution by gender and age, as well as fair remuneration for all, is a key priority for LFB. Promoting diversity is a lever for our attractiveness, performance, and lasting success, and is also a responsible commitment, in keeping with our values.

Negotiations in 2025 between management and unions led to the signing of a new agreement on professional equality.



For further details, please consult our HR Policy on our website



OBJECTIVE:

Maintain a 50/50 gender split within the workforce and work towards achieving this same balance in senior management by 2030.



2025 ACHIEVEMENTS:

1. Signing of the fourth agreement on gender equality in the workplace with all trade unions in February 2025, covering:
 - Hiring;
 - Professional training and career advancement;
 - Remuneration policy;
 - Work-life balance (professional, family, and personal).
2. An excellent gender equality index score of 98/100.



2025 KEY FIGURES

37%
of female senior managers* and...

... **33%**
of women on the Board of Directors

More than **6%**
of employees with disabilities

25%
LFB offered permanent or fixed-term contracts to 25% of work-study trainees at the end of their training (13% in 2024)

+50%
of interns and work-study trainees recruited in 2025

22%
of employees under 30 years of age

AWARD

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.



***Senior management:**
The "Senior management" category includes employees under permanent contracts with responsibilities that can bind the company:

- Members of the Executive Committee (groups 10 and 11 of the pharmaceutical collective agreement);
- In France: group 9 employees (under the pharmaceutical collective agreement), direct reports of the Executive Committee members;
- Internationally:
- Subsidiary directors and General Managers
- Employees of the LFB USA, American Plasma, and Europlasma Executive Committees.

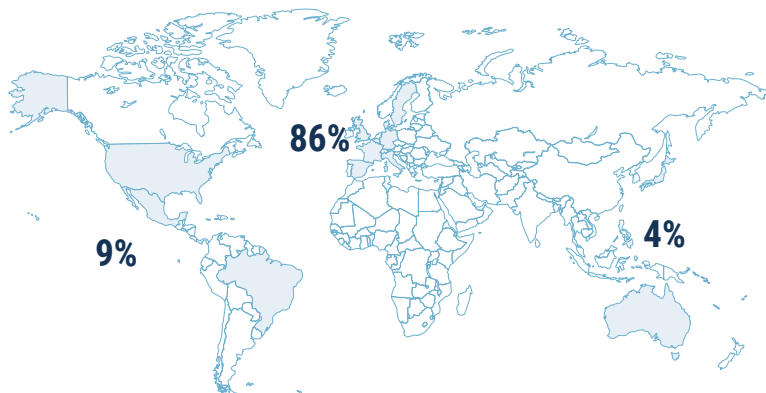


ACTING WITH INTEGRITY

Ethics and responsibility are essential to health

Building trust: ethics and responsibility are essential to health: Embody exemplary behaviour through responsible and transparent practices, placing ethics at the heart of our decisions and our impact.

PURCHASING*
geographic region



2025 KEY FIGURES

30%
of purchases made with Small and Medium-sized Enterprises (SMEs)

86%
of suppliers are European and 57% French

SELECTING RELIABLE SUPPLIERS AND SERVICE PROVIDERS WITH STRONG CSR PRACTICES

LFB is keenly aware of its key role in the ecological and social transition and aims to ensure that its procurement practices support its corporate social responsibility (CSR) commitments, while strengthening the resilience and sustainable performance of its value chain.

The Responsible Purchasing policy was revised in 2025.

In line with the guidelines set by the State shareholder and the CSR Charter for public companies, LFB is constantly updating its responsible purchasing policy in line with the priorities set by the French Government Shareholding Agency (APE).

These priorities include in particular:

- Increase incorporation of environmental and social criteria in purchasing decisions;
- Regular assessment of supply chain risks and performance;
- Continued training of our purchasing teams on sustainable development issues;
- And support for partners to adopt more responsible and innovative practices.

This approach is based on the Principles of the United Nations Global Compact and OECD guidelines.

 **For further details, please consult our Responsible Purchasing Policy on our website**

OBJECTIVE:

70% of purchases made from suppliers that have completed the LFB CSR questionnaire (or hold an EcoVadis rating).

2025 ACHIEVEMENTS:

- **18%** of purchases were made with suppliers holding an EcoVadis rating or having completed LFB's CSR questionnaire;
- **100%** of buyers trained in responsible purchasing.

The Purchasing Department systematically incorporated a CSR criterion into competitive bidding processes (contracts >€100,000), accounting for 10% of the final supplier selection.

For suppliers identified as having high or very high CSR risks as determined in a risk mapping exercise, this rate increases to 20%.

FIGHTING TO FIGHT CORRUPTION

Our corruption prevention policy is based on zero tolerance for any form of corruption or other breaches of integrity. To this end, we have implemented a corruption prevention programme, in accordance with the provisions of the French Sapin 2 Act which is based on three fundamental pillars:

- Involvement of the governing body;
- Corruption risk mapping;
- Prevention and detection measures.



2025 ACHIEVEMENTS:

- **90%** of targeted employees completed the training on the anti-gift scheme and transparency of relations;
- **88%** of targeted employees completed the anti-corruption training, which is an improvement in line with our goal of 90% by 2030;
- **0** cases of corruption reported in 2025.



[Read LFB's anticorruption Code of Conduct](#)

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.

We are committed to protecting the personal data we process, whether from patients, donors, healthcare professionals, employees, partners or more generally from all people with whom we interact. Because of the nature of our business, we pay particular attention to sensitive data, especially health data.

We have an internal data protection policy applicable to all of our entities concerned. Entities subject to the GDPR (General Data Protection Regulation) have implemented, in particular:

- A procedure for managing data subject rights;
- A procedure for managing violations;
- Maintenance of a processing register and conduct of Data Protection Impact Assessments (DPIAs) where necessary.



2025 ACHIEVEMENTS:

91% of targeted employees completed the training on the **General Data Protection Regulation** (GDPR) in France.

PREVENTING CYBERATTACKS

Given our status, we must protect our information assets and the services essential to our missions. The security of our IT system is a major issue for LFB.

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.



2025 ACHIEVEMENTS:

90% of users passed fake phishing tests.



Please see the 2025 CSR report available [here](#) for further details on the methodology used to calculate the indicators, their definitions, and the scope covered by this Executive Summary.

Appendix

PATIENT ASSOCIATIONS SUPPORTED BY LFB

ADAAT: Association for patients with alpha-1 antitrypsin deficiency



- Since the ADAAT was created, the LFB has supported it in its missions which aim to improve knowledge of the deficiency, support families, raise awareness of the disease and advance research in the field.

AF3M: French association for patients with Multiple Myeloma



- Myeloma is a rare disease that affects 20,000 people in France. The AF3M's mission is to provide information on current treatments and research and to provide aid and support by bringing patients and the association together.

AFH: French Association of Haemophiliacs



- As a long-standing partner of the AFH, LFB supports its missions which include to guarantee safety, quality and access to care and treatment for all, improve the quality of life of all and ultimately to cure haemophilia and rare haemorrhagic diseases.

EHC: European Haemophilia Consortium



- The EHC is a consortium of 48 organisations for patients with coagulation diseases from 27 European countries.

The EHC represents its national member organisations at the national and European levels, and also helps them to provide mutual support to each other.

WFH: World Federation of Hemophilia



- The WFH is an international organisation whose goal is to improve and sustain the care of people with inherited bleeding disorders throughout the world.

AFNP: French association for peripheral neuropathies



- Since the creation of the AFNP, LFB has supported the association in its missions aimed at people living with inflammatory-dysimmune peripheral neuropathy and in its desire to improve health policies.

IRIS: Association for patients with primary immunodeficiencies



- Established in 1998 and recognised as an organisation of public utility since 2007, IRIS has been supported by LFB since its inception, which enables the association to fulfil its various missions: representing patients;

providing information from diagnosis through to treatment and care; offering moral, logistical, and financial support; and promoting volunteering.

IPOPI: International Patient Organisation for Primary Immunodeficiencies



- IPOPI is an international association representing patients with primary immunodeficiencies and is dedicated to improving awareness, access to early diagnosis and optimal treatments for patients worldwide.

EPODIN: European Patients Organisation for Dysimmune and Inflammatory Neuropathies



- EPODIN is a European association whose members are national patient organisations formally established within Europe. EPODIN's mission is to speak on behalf of patients with dysimmune neuropathies before European health authorities in order to improve care frameworks for patients and their caregivers.



Executive Summary

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