

LFB GOVERNANCE RENEWAL: THE BOARD OF DIRECTORS HAS PROPOSED THE APPOINTMENT OF CLAIRE BIOT AS CHIEF EXECUTIVE OFFICER OF LFB AND ANNOUNCES THE ARRIVAL OF THREE NEW DIRECTORS

Les Ulis (France) – September 23, 2026 – On 23 September 2026, LFB's Board of Directors resolved to propose the appointment of Claire Biot as Chief Executive Officer of LFB, succeeding Jacques Brom. Pending her formal appointment by decree of the President of the French Republic, pursuant to Article 19 of Ordinance No. 2014-948 of 20 August 2014 on the governance and capital transactions of companies with public shareholdings, Claire Biot is serving as Acting Chief Executive Officer of LFB. This change in governance is also marked by the appointment of three new directors to the Board: Claude Bertrand, Catherine Cornand and Louise Mariani.

Expected in the coming days, this appointment will mark a new chapter in the company's development, following four years of major industrial transformation. Claire Biot will be the first woman to lead LFB since the company was founded.

Jacques Brom has led LFB since 2022, with a mandate to drive the Group's industrial priorities and address its strategic challenges. Under his leadership, the Arras site, operational since the end of 2024, has entered the production phase of its first commercial batches, and nearly 600 employees have been recruited. Dedicated to the production of plasma-derived medicinal products, including immunoglobulins, fibrinogen and albumin, this state-of-the-art facility represents a total investment of more than €750 million, supported by the French State. It was designed to meet growing demand for these essential medicines in France and around the world, thereby strengthening French and European health and industrial sovereignty. To secure the plasma supplies required for this development, Jacques Brom helped structure the French plasma sector in partnership with all stakeholders, particularly the French Blood Establishment (Établissement français du sang, EFS), through the Plasma Ambition Plan (Plan Ambition Plasma). He also initiated the diversification of plasma sourcing, particularly in Europe, through the acquisition of Amber Plasma. In 2024, Jacques Brom also launched the expansion of LFB BIOMANUFACTURING's Alès site, which specialises in the production of therapeutic proteins, including monoclonal antibodies. LFB's Board of Directors commends his commitment to the Group's industrial transformation, carried out with respect for social dialogue, and wishes him every success in his future endeavours.

Claire Biot joins LFB following a career of more than twenty years at the intersection of health policy, hospital transformation and technological innovation. An engineer, graduate of École polytechnique and the Corps des Mines, and holder of a PhD in immunology from the Institut Pasteur, she has held senior leadership positions within the French public sector, AP-HP (Greater Paris University Hospitals) and Dassault Systèmes. She returns to LFB, where she completed a one-year internship as part of her Corps des Mines training. In 2012, Claire Biot was appointed Head of Division, Health Products, at the French Social Security Directorate (Direction de la Sécurité sociale – DSS). In this role, she defined and implemented the health product coverage policy, representing the DSS on the Economic Committee for Health Products (CEPS) and on the Board of Directors of the French National Agency for Medicines and Health Products Safety (ANSM). In 2015, she was appointed Managing Director of AP-HP's Central Agency for Health Products and Equipment (AGEPS), where she led an organisation of 500 employees across two industrial sites, with responsibility for procurement policy, logistics operations and AP-HP's drug manufacturing facilities. She led several structuring projects, including the resolution of an ANSM injunction and a major industrial transformation. In 2019, Claire Biot joined Dassault Systèmes, a global leader in virtual twin technology, as Vice President, Life Sciences and Healthcare Industry. In this role, she defined and steered the global strategy and market development of the group's healthcare activities and played a key role in the acquisition and integration of Medidata, Dassault Systèmes' largest acquisition to date. Since early 2026, she has served as Vice President, Life Sciences Strategic Accounts Europe.



A former independent Director of a listed medtech company, she is a member of the Supervisory Board of Leukemia Institute Paris Saint Louis. A Knight of the French National Order of Merit, a French-American Foundation Young Leader, and an honorary doctorate recipient from Long Island University, Claire Biot has contributed to several public-interest initiatives, including an assignment entrusted to her by Prime Minister Élisabeth Borne on the funding and regulation of health products.

Corinne Fau remains Chair of LFB's Board of Directors, a position she has held since 2022. This continuity will support the formation of a new leadership team at the head of LFB, building on Corinne Fau's in-depth knowledge of the company and its challenges.

Corinne Fau, Chair of the Board of Directors, stated: *"We would like to thank Jacques Brom, an industrial leader of the highest calibre, for his contribution at the head of LFB since 2022, notably during the critical phase of constructing and commissioning the new Arras plant. The appointment of Claire Biot, whose background combines scientific expertise with a deep understanding of both the institutional healthcare ecosystem and the international pharmaceutical industry, marks a new chapter in LFB's development. This next phase will focus on ramping up industrial capacity, accelerating commercial growth, and modernising the Group's technology model to further strengthen LFB's position as a key player in French and European sovereignty in plasma-derived medicinal products and biopharmaceuticals."*

LFB's Board of Directors also welcomes three new directors representing the French State: Claude Bertrand, Catherine Cornand and Louise Mariani. This renewal reflects the State's commitment to strengthening the Board's expertise, particularly in the areas of pharmaceuticals, industry, institutional affairs and research. Claude Bertrand, Executive Vice President, R&D at the Servier Group, brings extensive expertise in research and development that will help address the challenges facing LFB's medicines portfolio in the years ahead. Louise Mariani, Chief of Staff and Director of Development at Gustave Roussy, has deep knowledge of the healthcare institutional landscape and will bring valuable expertise to the Board on issues that are critical to LFB's future development. Catherine Cornand, President of Arabelle Solutions, brings extensive industrial leadership experience and has successfully led industrial ramp-up projects comparable to the Arras facility. Her expertise will support the Board in addressing LFB's key industrial challenges. With Claire Biot joining the Board of Directors in October, LFB will exceed its target of 40% female representation on the Board.

About LFB

LFB is a bio-pharmaceutical group that develops, manufactures, and markets plasma-derived medicinal products 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 plasma-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. LFB currently markets 15 medicinal products in more than 30 countries. For more information about LFB, go to www.groupe-lfb.com.

LFB Press Contact: Havas Paris - Noa Romero

Phone: +33 6 42 04 95 74 - E-mail: noa.romero@havas.com