

2025 CSR Report

of Pierre Fabre SA



LABORATOIRES

Pierre Fabre

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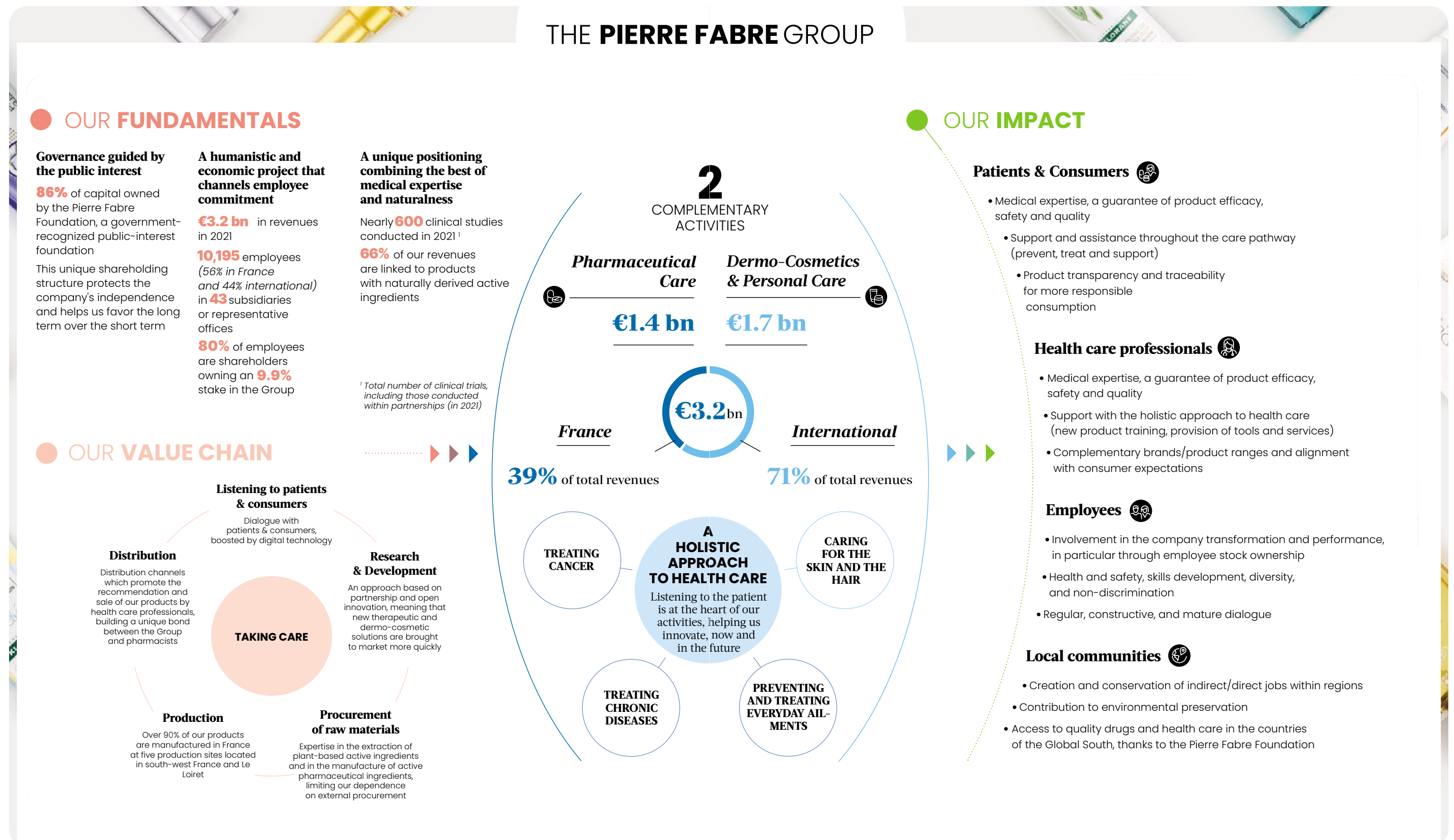
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1.1.

Business model of Pierre Fabre Laboratories and stakeholder map

1.1.1. The business model of Pierre Fabre Laboratories





The work of Pierre Fabre Laboratories is guided by its Purpose:

“Every time we care for a single person, we make the world a better place.”

It inspires every employee in their daily work and underpins every strategic decision. This Purpose is the foundation of Pierre Fabre Laboratories’ business model, which is thus driven by listening from patients, consumers, and healthcare professionals to develop the innovative solutions of tomorrow.

Dual expertise that forms a whole

Pierre Fabre Laboratories is distinguished by **its dual expertise in medicine and dermo-cosmetic expertise**. This unique strength enables us to take a holistic approach to care through the following stages: disease prevention, treatment when disease occurs, and, finally, management of the side effects of treatments on the skin, hair, or the oral cavity. This dual expertise spans several fields, covering both common conditions and rare diseases: the care of the skin and hair, oral hygiene, dermatology, oncology, chronic diseases, and everyday health issues.

Strong ambitions for each business unit

Through its Medical Care division, Pierre Fabre Laboratories strives to provide treatments that offer hope to patients facing unmet medical needs in precision oncology, medical dermatology, and rare diseases. This business unit also offers a comprehensive range of over-the-counter products to treat everyday ailments, as well as treatments prescribed by primary care physicians for the management of chronic diseases or conditions.

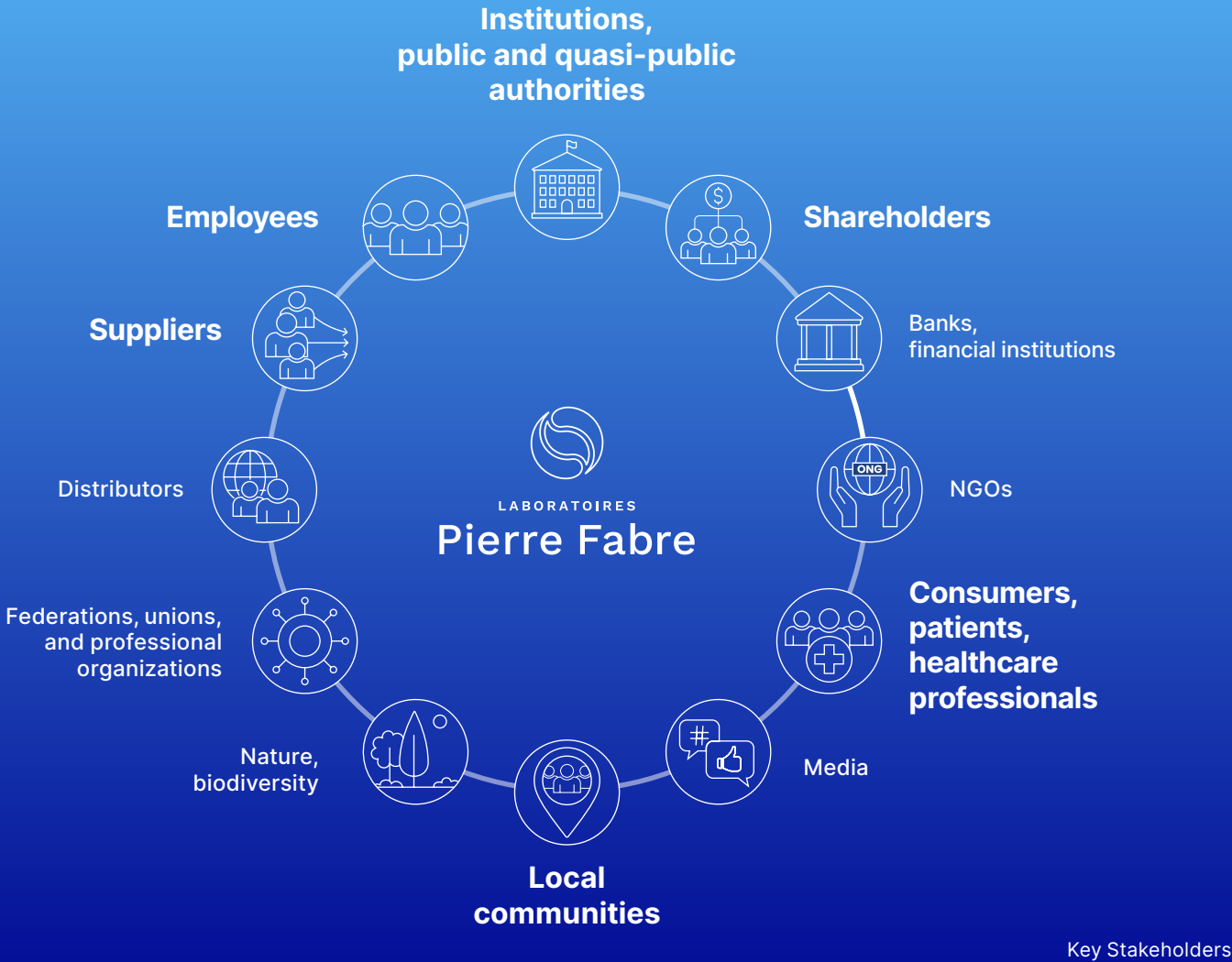
The mission of the Dermo-Cosmetics & Personal Care business is to care for skin conditions, the scalp, and oral health in order to improve the lives of patients and consumers. Its specialized and complementary brands, working closely with healthcare professionals and their patients, are dedicated to developing innovative and effective skincare products, while respecting the environment and adhering to the same ethical and scientific standards as those applied to pharmaceuticals.

Close collaboration and support with patients and healthcare professionals

From their home region and around the world, Pierre Fabre Laboratories foster close relationships. Their guiding principle: **to demonstrate empathy and agility in order to listen to and respond to the needs of patients, consumers, and healthcare professionals in healthcare**. Relationships with patients and consumers have thus been strengthened through digitalization, which allows for greater responsiveness. Ties with patient organizations have also been reinforced to better identify needs and work together to create solutions that improve the quality of life of patients and their loved ones. Pierre Fabre also collaborates with healthcare professionals and builds on the relationships of trust forged over more than 60 years.

For example, every year, our field teams meet with some 9,500 oncologists worldwide, more than 35,000 European physicians prescribe our dermo-cosmetic products, and numerous training programs are developed for pharmacy staff, such as those on smoking cessation, for example. Similarly, 187 medical events (such as symposia, hospital meetings, webinars, etc.) were organized by central or local teams in collaboration with healthcare professionals, resulting in an average Net Promoter Score (NPS) of 85.2 for the year 2025, reflecting the very high level of satisfaction expressed by these partners and the excellence of our collaboration.

1.1.2 Stakeholder mapping



Methodology for Identifying and Classifying Stakeholders:

The company relied on the ESRS 2 – SBM-2 framework, a benchmark of companies in the pharmaceutical and dermo-cosmetic sectors, and audit guidelines to structure the identification of its stakeholders.

Initially, stakeholders were identified by broad categories and then broken down into specific groups. Each stakeholder was then assessed and classified according to three criteria:

- › Impact on business operations,
- › Level of interest in the company,
- › Level of expertise, which allows us to calculate an importance score and rank stakeholders (prioritization).

For each category, the following were also identified:

- › the objectives of the engagement (e.g., regional presence, regulatory compliance, reputation, partnership, financing, etc.)
- › the methods of dialogue used (e.g., meetings, committees, audits, contracts, working groups, etc.). This ensures a structured and consistent approach to stakeholder dialogue.



1.2.

Risk mapping for Pierre Fabre Laboratories and double materiality analysis



1.2.1. Risk mapping

1.2.1.1. Methodology

Laboratoires Pierre Fabre's 2025 Risk Map is based on a comprehensive and harmonized approach that combines several control and analysis mechanisms.

Each year, the Risk Management Department, in collaboration with the Executive Committee, prepares the Group's risk map, which is approved by the Audit Committee. This map is regularly reviewed and updated to reflect changes in the scope covered.

Each Group-wide risk is rated according to criteria of impact, probability of occurrence, and level of control, resulting in a criticality matrix, an inventory of existing or planned controls, and an annual review of insurance policies.

Group risks are classified into five categories: strategic, financial, operational, compliance, and CSR.

Group risks are mapped in a dedicated Pierre Fabre risk management application.

1.2.1.2. Enterprise risk management (ERM) and governance

- › **Risk governance** is based on a structured and collaborative organizational framework.
- › **The Audit Committee** ensures that the risk management and internal control framework is in place and effective.
- › **The Executive Committee (CODIR)** approves the mapping of priority risks and oversees the overall monitoring of action plans related to critical risks.
- › **The Risk Committee, a cross-functional body**, is responsible for identifying, assessing, and managing the risks to which the organization is exposed.
- › Finally, **the Business Units' Risk Officers and business experts** oversee the operational implementation of prevention and mitigation plans for each risk area, thereby ensuring proactive and continuous risk management.

1.2.2. CSR double materiality analysis

1.2.2.1. Methodology

Starting in 2023, the company conducted a dual materiality analysis (impact materiality and financial materiality) to comply with the requirements of the CSRD and ESRS 1 and ESRS 2 standards. The approach was based on:

- › EFRAG recommendations (including EFRAG IG 1 – Materiality Assessment Implementation Guidance, 2023),
- › the list of sustainability issues in ESRS 1 “Set 1” (AR 16),
- › In late 2024–early 2025, the double materiality analysis was adjusted and supplemented based on
 - › sector-specific analyses (pharmaceutical and cosmetics) and competitor benchmarks submitted as part of “Wave 1”,
 - › comments and recommendations issued by our Independent Auditors,
 - › questions raised by new stakeholders

This analysis covers all consolidated companies of Laboratoires Pierre Fabre.

The double materiality analysis was presented to the Statutory Auditors in the first quarter of 2025, who validated its methodology and conclusions.



1.2.2.2. Results of the double materiality analysis

The following table presents the issues deemed material and which will be addressed in the future sustainability report to be published starting in 2028 (2027 data).

MATERIAL ISSUES	MATERIALITY OF IMPACT	FINANCIAL MATERIALITY
Climate Change Mitigation	X	X
Climate Change Adaptation	X	X
Energy	X	X
Water	X	X
Incoming/Outgoing Resources and Waste	X	X
Pollution	X	
Impact on ecosystems		X
Employee health and safety		X
Consumer Safety		X
Consumer Information		X

The associated IROs (Impacts, Risks, and Opportunities) will be presented in the upcoming sustainability report, in accordance with the CSRD’s ESRS.

These 11 issues have been incorporated into the five risk categories in the Group’s risk map.

In 2026, a review of the double materiality analysis was conducted and concluded that the analysis validated in 2025 remains relevant.

1.2.3. Issues addressed in this report

The sustainability report compliant with CSRD requirements is currently being prepared. In accordance with the regulatory timeline (as a “Wave 2” company), Laboratoires Pierre Fabre will publish the sustainability report—based on the results of the double materiality analysis—in 2028 for the 2027 fiscal year.

In the meantime, and since the requirement to publish a Non-Financial Performance Statement (DPEF) has been repealed, Pierre Fabre Laboratories have committed to

publishing a voluntary CSR report, focusing primarily on the issues and results necessary to address the key expectations of our stakeholders.

This voluntary report is not intended to meet, even partially, the requirements of the CSRD.

1.3. Pierre Fabre Laboratories' CSR strategy



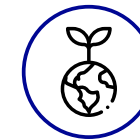
The implementation of Pierre Fabre Laboratories' sustainability policy is defined and overseen by **Green Mission Pierre Fabre**, an organization and initiative that has incorporated the company's CSR and Sustainability Department since 2019. The goal of this organization, which reports to the Impact and Reputation Division, is to continually raise the bar for Pierre Fabre's commitment to natural ingredients and ecosocial responsibility.

"Today more than ever, it is the duty of a company like Pierre Fabre to work every day toward a commitment to and responsibility toward nature and society."

Green Mission Pierre Fabre aims to continuously drive and support these commitments by working at all levels of the company in France and internationally, in synergy with all departments:

"Let us cultivate respect for nature and people."

The CSR policy is structured around the **four major challenges** addressed by Green Mission Pierre Fabre, each of which is broken down into Roadmaps:



1. PRESERVE BETTER

- **Promote** innovative approaches to preserve **water resources** and our business in order to ensure the long-term sustainability of our **plant heritage**
- **Promote** more resilient agriculture that is more respectful of biodiversity (agroecology, organic farming)
- **Select unique bio-based ingredients** sourced from ethical or sustainable supply chains

2. INNOVATE BETTER

- **Innovate** by offering **eco- and socially-conscious products** to reduce our impact and meet new consumption patterns
- **Highlight** the quality of our **relationship with patients** and its positive impact on our innovations

3. PRODUCE BETTER

- **Implement** the most effective measures to **reduce our environmental footprint** (carbon, energy) and adapt our operations
- **Promote** the circular economy by reducing and recycling our **waste**
- **Pursue** a **responsible procurement** policy

4. ENGAGE BETTER

- **Caring** for the **health, safety**, and **well-being** of our employees
- **Create an environment** where every employee feels **valued** (diversity, inclusion), **empowered** (training), and **committed** to the company's sustainable development and its mission
- **Highlight** each **brand's commitment** (Green Impact Index, certifications, and initiatives aligned with their brand identity)
- **Promote** our unique business model of sharing value with our stakeholders: **shareholder benefits** for our employees **and access to medicines** for patients through our **Foundation**

Our certifications and assessments

CERTIFICATION	COMMENTS
	Since 2012, PIERRE FABRE's CSR approach has been regularly assessed by an external organization based on the ISO 26000 standard, "Guidance on Social Responsibility." In 2022, Laboratoires PIERRE FABRE committed to the AFNOR Certification "Engagé RSE/Responsibility Europe" framework and achieved the "Exemplary" level with a score of 788 out of 1,000. In November 2025, a new three-year certification cycle began, and the overall assessment of our CSR approach confirmed our "Exemplary" level, with a score that increased to 807/1000.
	The CDP (Carbon Disclosure Project) is an international nonprofit organization that assesses and publishes the environmental commitments of companies, cities, and public institutions. It is currently the world's largest database on environmental performance and meets a strong demand from investors and partners. This organization invites companies to complete a questionnaire on their environmental impact, covering three areas: Climate, Forests, and Water. Ratings range from A to D-, reflecting the level of ambition, goal-setting, and actions taken. Aiming for a "Triple A" rating by 2032, Pierre Fabre Laboratories received ratings of A-/B/B (Climate/Forests/Water) in 2025. Pierre Fabre also received an A rating in 2025 on the SEA (Supplier Engagement Assessment), which evaluates companies' performance in terms of governance, targets, Scope 3 emissions, and commitment across the value chain in the CDP Climate questionnaire.
	Since 2024, Pierre Fabre has been certified at the highest level of the Responsible Digital Label for all of its activities and subsidiaries. This certification, granted for a period of three years, is based on a framework developed by ADEME, the Ministry of Ecological and Solidarity Transition, and the Institute for Responsible Digital Technology. It aims to reduce the environmental impacts of a company's digital activities.

CERTIFICATION	COMMENTS
	Pierre Fabre Laboratories has been committed for several years to a High Environmental Quality (HQE) approach that aims to limit, both in the short and long term, the environmental impacts of building construction or renovation projects, while optimizing the living environment for the comfort and health of users. The expansions of our industrial sites in Soual and Avène were carried out using an experimental NF HQE™ approach for commercial and industrial buildings. In 2025, the company's new headquarters, "Campus Chartreuse" in Castres, was certified HQE at the "Excellent" level by Certivea.
	Our industrial sites in Soual, Avène, and Gaillac are ISO 14001 certified by AFNOR Certification for their environmental management systems. The Gaillac site is also ISO 45001 certified by AFNOR Certification for its occupational health and safety management system.
	In 2025, Pierre Fabre Laboratories achieved a score of 94/100 on the Gender Equality Index (calculated using 2024 data). The score was calculated based on 2025 data, and for 2026, we achieved a score of 99/100. As a reminder, this score takes into account five dimensions: › Pay gaps › Individual pay raise disparities › Promotion gaps › The percentage of female employees who received a pay raise upon returning from maternity leave › The number of employees from the underrepresented gender among the 10 highest-paid employees
	Since 2024, Laboratoires Pierre Fabre has held the KLESIA CAP HANDEO certification for "Companies Committed to Their Employees Who Care for Others."

02

Our environmental commitments

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Campus Chartreuse administrative complex certified under the HQE sustainable infrastructure standard.

2.1.

Climate strategy and carbon footprint 2025



Expansion of the Cauquillous administrative site, certified as an HQE sustainable building.

2.1.1. Ambition, pathway, and commitments

Laboratoires Pierre Fabre has made climate action one of the cornerstones of its CSR policy. The climate strategy aims to balance the company's growth, contribute to international goals for combating climate change, and strengthen the Group's resilience.

This strategy is aligned with the goals of the Paris Agreement and with quantified targets aligned with the **Science Based Targets initiative (SBTi)**.

The company has set the following goals for 2030, compared to the 2019 baseline year:

- › a **46% reduction in Scope 1 and 2 emissions**,
- › a **28% reduction in Scope 3 emissions**, focusing on the areas with the highest emissions (purchasing, end-of-life of products sold, transportation, and business travel),

Laboratoires Pierre Fabre has also adopted a **long-term “net-zero emissions” goal, aiming to achieve carbon neutrality by 2050**.

Alongside its climate commitments, Pierre Fabre Laboratories is dedicated to stakeholder engagement and capacity building regarding environmental issues, thereby fostering collective action throughout its value chain.

The climate pillar is structured around two complementary areas:

- › a **mitigation** component, focused on reducing greenhouse gas emissions across all scopes,
- › an **adaptation** component, aimed at preparing the company for the impacts of climate change and ensure the continuity of its operations.

2.1.2. Climate strategy governance

Governance is based on a structured organization and a clear division of responsibilities:

- › **Green Mission Pierre Fabre** oversees the overall management of the climate strategy, monitors emission reduction trajectories, and coordinates action plans.
- › A **Climate Committee** meets **quarterly** to monitor changes in the carbon footprint, verify that trajectories align with objectives, and determine priorities and allocate resources.
- › **Dedicated working groups** develop and implement business roadmaps, with regular monitoring of results.

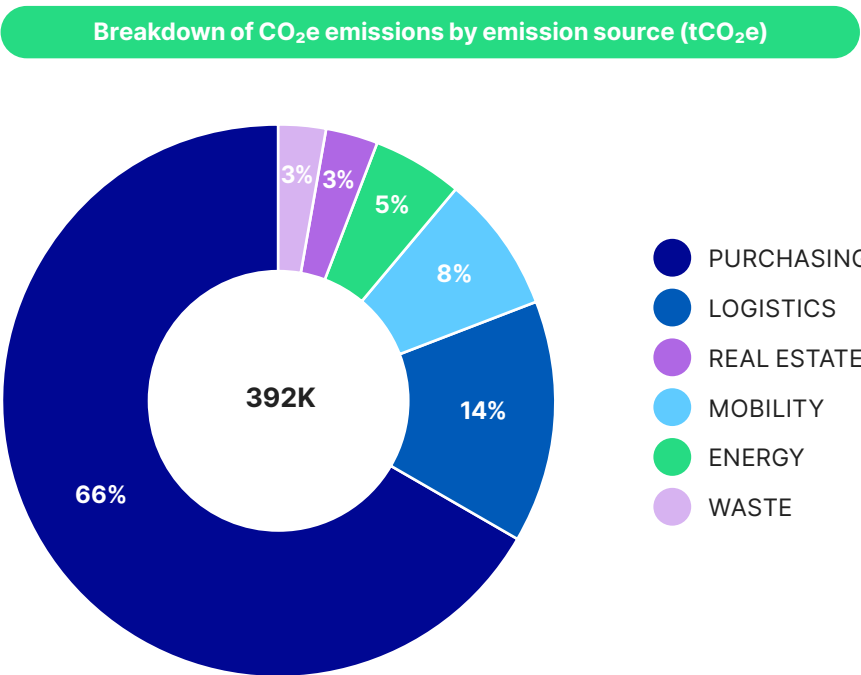
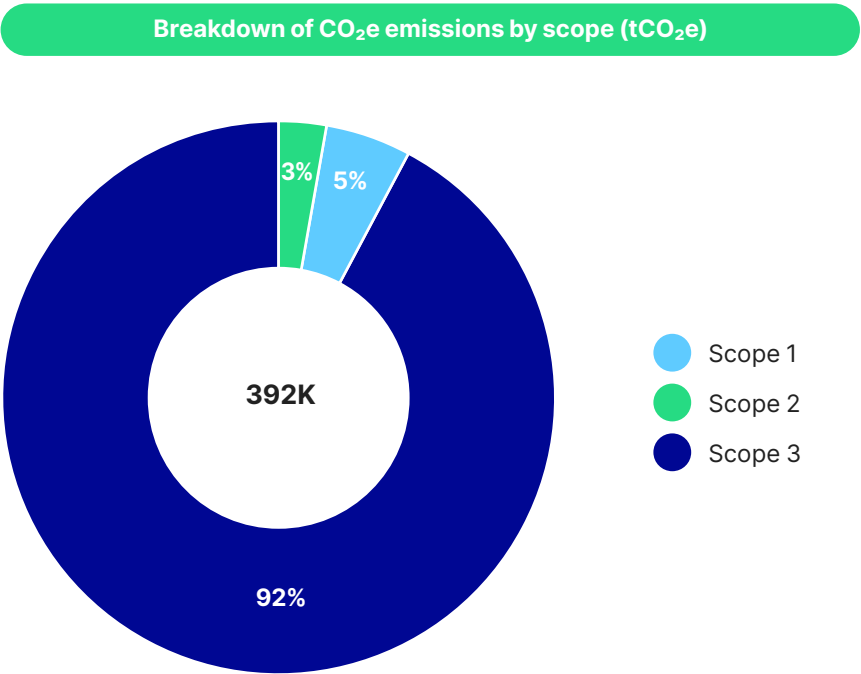
2.1.3. Mitigation: reducing the carbon footprint across all scopes

The mitigation strategy is based on the principle

“measure, avoid, reduce, sequester”.

2.1.3.1. Measurement

Laboratoires Pierre Fabre’s carbon footprint is calculated **annually** in accordance with the **GHG Protocol** (Scopes 1, 2, and 3). The 2025 results are presented in the graphs below and in the “GHG Inventory” table.



2.1.3.2. Avoid

Carbon impact is taken into account in product development through the **Green Impact Index**, a tool for assessing the environmental and societal impact of cosmetics, dietary supplements, and wellness and family health products, based on the methodology of the AFNOR Spec 2215 reference document published in June 2023.

Estimating an **internal carbon price** at the level of the company’s investments also aims to steer our projects toward lowcarbon initiatives.

2.1.3.3. Reducing

Roadmaps are developed with the various business units to reduce emissions and achieve the set targets

✔ **Focus on Scopes 1 and 2: Energy and the Vehicle Fleet**

Between 2019 and 2025, **energy-related** emissions are down **21%**, and emissions from the **vehicle fleet** are down **29%**.

The key drivers are:

- › The ramp-up of **renewable energy**,
- › **Energy efficiency** projects (optimizing consumption, replacing equipment, heat pump projects, etc.),
- › The increase in the share of hybrid and electric vehicles.

✔ **Focus on Scope 3: Purchasing, Transportation, and Business Travel**

Purchases of goods and services constitute the largest source of emissions.

Between 2019 and 2025, emissions from this category increased by 15% in absolute terms, while their intensity relative to revenue decreased by 12%. This trend results both from the growth in our business and exogenous factors, particularly related to updates to emission factors from reference databases (such as Ecoinvent).

Our goal is to significantly reduce the carbon footprint of our procurement while securing our supply chains, supporting our suppliers, and creating sustainable value for the company.

The key initiatives we have implemented are as follows:

- › **Accurate mapping of emissions and prioritization of efforts** on the items/suppliers with the highest emissions
- › **Assessing suppliers’ “carbon” maturity** through Ecovadis, public reports, CDP Climate Change questionnaires, and internal questionnaires,
- › **Our suppliers’ commitment** to specific carbon data and emission reduction targets,
- › **Support for suppliers** through the 2025 rollout of a reverse factoring program that incorporates carbon criteria,

› **Incorporation of carbon criteria into the supplier selection process,**

› **Eco-design**, particularly with regard to packaging. The eco-design strategy for packaging is based on the following key areas of focus:

- › Reducing the amount of packaging
- › Recycled or bio-based plastic packaging with traceability
- › Recyclable, reusable, refillable, or compostable plastic packaging.

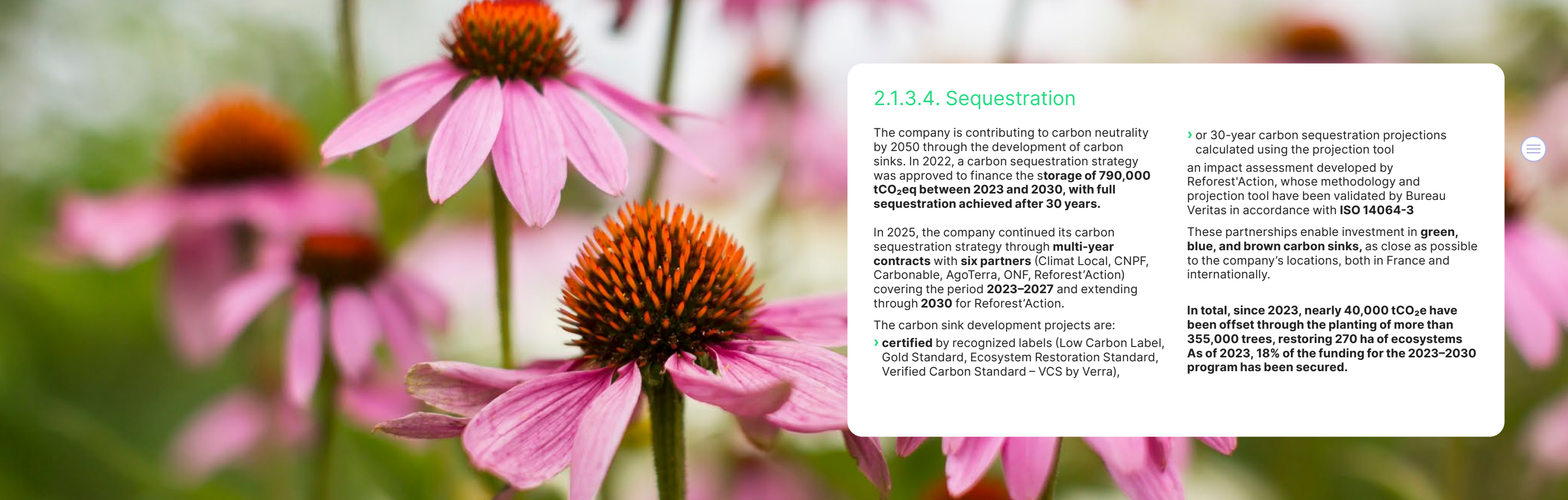
By the end of 2025, the results are as follows:

- › A 33% reduction in emissions from packaging purchases (including end-of-life packaging) compared to the target of a 10% reduction in carbon impact relative to 2019.
- › A 16% reduction by weight in the plastic (per liter) placed on the market, achieved by reducing the amount of packaging through the elimination of packaging and by reducing the weight of packaging. The target is a 10% reduction compared to 2022.
- › 33% recycled plastic by the end of 2025, compared to a target of 25%.
- › 89% recyclable materials (paper, glass, aluminum, PP, PE, PET), compared to a target of 100% (97% for dermo-cosmetic products).

In the **transportation** sector, emissions are projected to increase by **29% between 2019 and 2025**, driven by increased business activity and a rise in air freight in 2025 compared to 2024. A specific roadmap is being implemented, centered on:

- › Reducing reliance on air freight,
- › Optimizing transportation plans (load factors, consolidation, frequency),
- › Strengthened collaboration with logistics providers,
- › The implementation of carbon performance indicators and monitoring tools.

Business travel is projected to see a **49%** reduction in emissions between 2019 and 2025, confirming the company’s ability to sustain changes in practices (digitalization, remote meetings, and travel optimization).



2.1.3.4. Sequestration

The company is contributing to carbon neutrality by 2050 through the development of carbon sinks. In 2022, a carbon sequestration strategy was approved to finance the **storage of 790,000 tCO₂eq between 2023 and 2030, with full sequestration achieved after 30 years.**

In 2025, the company continued its carbon sequestration strategy through **multi-year contracts** with **six partners** (Climat Local, CNPF, Carbonable, AgoTerra, ONF, Reforest'Action) covering the period **2023–2027** and extending through **2030** for Reforest'Action.

The carbon sink development projects are:

- **certified** by recognized labels (Low Carbon Label, Gold Standard, Ecosystem Restoration Standard, Verified Carbon Standard – VCS by Verra),

➤ or 30-year carbon sequestration projections calculated using the projection tool
an impact assessment developed by Reforest'Action, whose methodology and projection tool have been validated by Bureau Veritas in accordance with **ISO 14064-3**

These partnerships enable investment in **green, blue, and brown carbon sinks**, as close as possible to the company's locations, both in France and internationally.

In total, since 2023, nearly 40,000 tCO₂e have been offset through the planting of more than 355,000 trees, restoring 270 ha of ecosystems. As of 2023, 18% of the funding for the 2023–2030 program has been secured.

SUMMARY TABLE OF CARBON SEQUESTRATION PROJECTS IN 2025

Partner	Main Location 2025	Number of projects in 2025	Restored/Regenerated Area	Trees planted	Estimated carbon sequestration	Timeframe	Main certification/assessment	Key co-benefits
Reforest'Action	Mexique (Vera Cruz) + Europe (ES, BE, PT, CZ)	5	222 ha	324 762	29,353 tCO ₂ eq	30 years	ISO 14064-3 (Bureau Veritas)	Biodiversity, forest restoration, climate
Local Climate	France (field hedgerows)	7	19 ha	2 500	250 tCO ₂ eq	25 years	Local Climate Standard compliant with the UN's Clean Development Mechanism	Biodiversity, hedgerow network, landscape
CNPF	France (forestry projects)	4	18 ha	15 694	5,140 tCO ₂ eq	30 years	Low Carbon Label	Sustainable forest management, biodiversity
AgoTerra	France, within 100 km of the sites (farms)	22	846 ha (same as in 2023)	n.c.	3,000 tCO ₂ eq	n/a	Low Carbon Label or Gold Standard depending on the value chain	Agroecological transition, soils, brown carbon
ONF	Avène (Avène watershed, France)	1	8 ha	8,800	1,478 tCO ₂ eq	30 years	Low Carbon Label	Forest resilience, water protection
Carbon-offset eligible	Brazil, near Rio de Janeiro	1	3 ha	3,127	1,214 tCO ₂ eq	40 years	Equitable Earth	Drinking water quality, tropical biodiversity

2.1.4. Adaptation: strengthening sites resilience to climate risks

The **adaptation** component aims to anticipate and manage risks related to climate change in order to ensure **business continuity** and the long-term sustainability of operations.

A **climate risk assessment** was conducted across all Pierre Fabre sites worldwide, taking into account:

- › multiple **climate scenarios** and multiple time horizons,
- › 23 climate-related hazards (extreme heat, floods, drought, storms, water stress, wildfires, etc.).

The work underway aims to:

- › prioritize **sites at very high and high risk**, particularly **production and distribution** sites,
- › develop **adaptation plans** starting in 2027 for these sites,
- › gradually extend the analysis to **external logistics providers** and **strategic suppliers**,
- › assess the potential **financial impact** of climate risks and the associated adaptation measures.



Avène production site certified to ISO 14001.

2.1.5. Summary tables of GHG emissions by scope and by GHG Protocol category

Emissions in metric tons of CO ₂ equivalent (tCO ₂ e)	2019 (Base year)	2024	2025
Scope 1 GHG Emissions			
Gross GHG emissions for Scope	25,268	19,150	18,564
Scope 2 GHG emissions			
Gross Scope 2 GHG emissions based on location	11,323	9,508	8,833
Gross Scope 2 GHG emissions based on market	7,740	6,576	6,280
Significant Scope 3 GHG emissions			
1. Goods and services purchased	210,244	232,587	241,478
4. Upstream transportation and distribution	42,408	42,561	54,893
6. Business travel	18,118	12,049	9,328
12. End-of-life management of products sold	27,741	19,192	18,476
Other Scope 3 Emissions			
2. Capital assets	22,073	18,629	13,686
3. Activities in the fuel and energy sectors	9,324	7,541	7,350
5. Waste generated during operations	9,989	9,712	10,346
7. Employees' commutes	11,670	8,890	9,545
8. Assets leased upstream	-	-	-
9. Downstream transportation	-	-	-
10. Processing of Sold Products	-	-	-
11. Use of Products Sold	-	-	-
13. Assets Leased Downstream	-	-	-
14. Franchises	-	-	-
15. Investments	-	-	-

Emissions in metric tons of CO ₂ equivalent (tCO ₂ e)	2019 (Base year)	2024	2025	2025 vs. 2024	2025 vs. 2019
Scope 1 and 2 GHG emissions (based on location)	36,512	28,789	27,397	-5%	-25%
Significant Scope 3 GHG emissions	298,511	306,389	324,175	6%	9%

GHG intensity based on net revenue	2019 (Base year)	2024	2025	2025 vs. 2024	2025 vs. 2019
Total GHG emissions (based on location) per revenue (tCO ₂ e/M€)	160	124	124	0%	-23%



Hôtel d'Avène is HQE (High Environmental Quality) certified.

2.2.

Energy



Soual's dermo-cosmetic production facility is ISO 14001 certified.

In the area of energy, **Pierre Fabre has set new targets for 2025 and has committed to the following by 2030:**

- › Reduce its energy consumption by 40% per unit produced within the Operations Business Unit compared to 2019, **resulting in a reduction of -9% by 2025;**
- › Increase the share of renewable energy to reach 80% of energy consumption from renewable sources across the company's entire operations by 2030 and 100% at its French production sites, with a **target of 65.4% across the company's entire operations and 69% at its French production sites by 2025.**

The company's strategy combines energy efficiency measures with decarbonization initiatives.

Energy Efficiency: Measures to improve energy efficiency target both **facilities** and **buildings**:

- › For facilities: replacing equipment with more energy-efficient and higher-performance models, optimizing equipment operation, and recovering waste heat from certain equipment.
- › For buildings: transitioning to more energy-efficient lighting systems, improving thermal insulation in buildings, and incorporating High Environmental Quality (HQE) standards into construction and renovation projects.

Decarbonization:

Regarding **electricity consumption**:

- › Pierre Fabre has installed **photovoltaic** systems at certain sites to cover a portion of its electricity consumption.
- › The company also uses **Guarantees of Origin** and **PPAs (Power Purchase Agreements)** in France and internationally. Since 2013, a Guarantee of Origin contract has covered most of its French sites, ensuring that **100% of the electricity purchased** comes from renewable sources.

Regarding **heat and steam production**:

- › Pierre Fabre prioritizes renewable or recovered energy sources (**biomass** boilers, household waste incinerators).
- › The transition from natural gas to **biogas** is progressing: by 2025, the Gien site will be now 100% powered by biogas, and the Soual site is at 50%.

By 2030, additional projects—such as the implementation of (biomass boilers, heat pumps, etc.), the substitution of natural gas with biogas, and the installation of solar panels will enable the company to meet its new targets.

	Unit	2024	2025	Targets
Total Energy Consumption	GWh ^{ef} *	145.3	147.9	-
Total Energy Consumption to Revenue Ratio	MWh ^{ef} /M€	47.0	46.7	-
Change in energy consumption per unit produced compared to 2019 (Operations segment)	%	-19%	-9%**	-40% by 2030
Share of renewable energy in the energy mix across the Group's scope	%	6.8	65.4	80% by 2030
Share of renewable energy in the energy mix at French production sites	%	65.7	69	100% by 2030

*GWh^{ef} = GWh of final energy.

**Between 2024 and 2025, bulk tonnage increased by 9%, while the number of units produced decreased by 10% due to changes in our product formats. This explains the change in the indicator.

2.3.

Water



The water used for the company’s operations comes from municipal water systems, wells, and waterways:

- › Municipal water is mainly used for production,
- › Well water is primarily used for manufacturing products at the Avène and Aréal sites and for the reverse osmosis system at the Gaillac site,
- › River water is used to cool certain facilities.

Initially, the company had committed **to reducing its water consumption by 20% by 2024 compared to 2018.**

To achieve this, specific measures have been implemented to reduce water consumption, such as:

- › Strengthening monitoring of networks and facilities to improve water consumption management (installation of meters, centralized technical management, etc.)
- › Optimizing wash cycles in the production process,
- › Reusing the water from the final wash cycle for the first wash cycle of the next batch,
- › Making technical improvements to equipment and facilities or replacing them with more efficient equipment to save water (for example, the reverse osmosis unit at the Gaillac plant, which produces reverse osmosis water from well water, was replaced at the end of 2023, resulting in substantial savings),

- › Reduce the flow rate of well water entering the Avène production facility,
- › Raising employee awareness of “best practices” for water use.

All of these initiatives enabled the company to **exceed its target** as early as 2023. Over the 2018–2024 period, Pierre Fabre Laboratories ultimately **reduced its water withdrawal by 37%.**

The company has set a new goal: to reduce its water withdrawals by 15% by 2030 compared to 2024. This goal applies to a broader scope, in line with CSRD requirements.

Among the measures planned to achieve this goal, the **project to reuse treated wastewater from the Soual production** facility is a key priority. Supported by the Adour-Garonne Water Agency, it is expected to reduce the site’s drinking water withdrawal by a factor of three by the end of 2027.

	Unit	2024	2025	Targets
Total water withdrawal	Thousands of m³	1,119.7	999.5	-
% change in water withdrawals compared to 2024	%	N/A	-10.7	-15% by 2030

2.4.

Waste

Waste reduction and recovery are two major environmental objectives for the company. All options (reuse, recycling, composting, energy recovery) are systematically explored to maximize waste recovery.

In France, the management of industrial, logistics, and R&D waste is covered by Group contracts awarded through competitive bidding. Particular attention is paid to waste recovery when selecting service providers. In addition, for nearly 20 years, the company has used a computerized system that enables the tracking of service providers, waste quantities, and waste disposal destinations. The software interfaces with Trackdéchets, the digital platform established by the Ministry of Ecological Transition to track hazardous waste.

Internationally, each industrial site has its own waste management system tailored to the specific constraints of its location.

Waste generated by production, chemical, logistics, and R&D activities in France, as well as by production at the Aréal site internationally, totaled nearly **15,060 metric tons in 2025**.

Laboratoires Pierre Fabre had set a goal of reducing its waste generation by 15% by 2025 (compared to 2018), notably by minimizing waste, increasing reuse, and donating unsold inventory whenever possible. **Over the 2018–2025 period, the company's waste generation decreased by 7.2%**, a notable improvement, although it fell short of the target.

A new waste reduction target has been set for the 2024–2030 period: **to reduce waste generation by 5% per unit produced by 2030 compared to 2024** within the scope of the Operations Business Unit.

Starting in early 2021, in anticipation of the entry into force of the provisions of the law on waste reduction and the circular economy (the "AGEC" law), the company took steps to maximize the distribution of its unsold cosmetic products unsold cosmetic products. To this end, a specific process was implemented by the Green Mission and Operations Business Unit teams, and the existing ties between Pierre Fabre, **Phenix**, and the **Agence du Don en Nature** have evolved into a long-term partnership. This enables the company to donate its unsold products to major national organizations such as to smaller local organizations, both in the areas where it operates and beyond, throughout France.

The strength of our partnership with the **Agence du Don en Nature** is now well established, and by 2025, we will have delivered nearly **110 pallet-equivalents** of (approximately 340,000 units) were delivered by us to the association's training warehouse—a facility where about 100 people participating in job placement or reentry programs in the logistics sector receive professional training each year.

As for **Phenix**, more than 2.1 million products and samples (333 pallet-equivalents) were donated over the course of the year to 24 organizations through this partner, which holds the "Socially Responsible Enterprise" certification.

	Unit	2024	2025	Targets
Total quantity of waste produced	Thousands of metric tons	14.6	15.1	-
Percentage of waste generated that is recycled	%	83.5	82.1	-
% CHANGE in waste generation compared to 2018	%	-10	-7.2	-15% by 2025



2.5.

Biodiversity



Since its founding, Pierre Fabre Laboratories has always been aware of its dependence on natural resources and the need to preserve them. **The Green Mission Department has developed an integrated approach to biodiversity, water, carbon, and waste issues and has committed the company to a process of continuous improvement.**

By signing the Act4Nature France charter in 2020, Pierre Fabre joined an alliance of companies, public entities, scientists, and NGOs dedicated to protecting, promoting, and restoring biodiversity. Its new 2026–2029 action plan places **the traceability and sustainability of ingredients at the heart of its approach, along with the protection of at least 10% of the Group's natural heritage**, in line with the national biodiversity strategy and the Kunming–Montreal Global Framework. The ambition is twofold: to help halt the loss of biodiversity by 2030, and then to restore it over the longer term.

Pierre Fabre's Biodiversity Strategy is thus based on three key objectives:

2.5.1. Strengthening the integration of biodiversity into strategic decisions

To embed these issues at the highest level, Pierre Fabre has established a dedicated governance structure: the "Resources" priority (biodiversity, water, waste) is now led by a member of the Executive Committee, ensuring alignment between strategic decisions and biodiversity conservation goals.

Conducted in 2023, the **Global Biodiversity Score (GBS)** study, covering all of the Group's activities, showed that 97% of the biodiversity footprint is linked to activities upstream in the value chain, primarily the production of ingredients (glycerin, palm and coconut derivatives, etc.) and packaging (aluminum, plastics). These raw materials exert direct pressure on ecosystems, particularly through land-use change (47%) and climate change (50%).

The resulting biodiversity loss was estimated at 3.2 MSA/km² (Mean Species Abundance), equivalent to the annual degradation of 320 hectares of ecosystems. While carbon reduction pathways and eco-design strategies for packaging could reduce this footprint by approximately 14% at constant revenue, action priorities have been directed toward traceability and the sustainability of agricultural supply chains.

To take this a step further, a draft policy on zero deforestation and ecosystem conversion has been initiated to prepare for the EU Regulation on Deforestation (RDUE).

2.5.2. Reducing the environmental impact of operations and preserving biodiversity

Efforts to reduce environmental impact are based on indepth work on supply chains. A **member of the RSPO** (Roundtable on Sustainable Palm Oil) since 2022, Pierre Fabre exceeded its interim target in 2025, with 96% of its palm oil derivatives purchased under the RSPO Mass Balance standard for its pharmaceutical and dermocosmetic operations. The target is set at 100% by 2030. Pierre Fabre has also published its second progress report (Annual Communication on Progress) on the RSPO website.

Joining the **Action for Sustainable Derivatives (ASD)** consortium in 2025 further enhances the transparency of the palm oil derivatives supply chain: 75% of volumes are now traceable to the mill, and 65% all the way back to the plantations, accompanied by environmental and social monitoring of the areas of origin. The same approach is applied to soy derivatives and wood derivatives (pallets, and then, starting in 2026, secondary and tertiary packaging). Overall, **87% of the biodiversity-derived ingredients used in cosmetics and dietary supplements are traced back to their country of origin** and undergo initial environmental and social risk assessments.

Pierre Fabre also has unique tools to help preserve and restore ecosystems. **Its two CITES-accredited botanical conservatories**, located in the Tarn region of France and in southern Madagascar, are recognized for their botanical expertise. A total of 1,341 species are conserved in France and 347 in Madagascar, 30% of which are endangered. They collaborate with nearly 120 national and international organizations and contribute to the preservation of rare plant resources. **In 2025, the Pierre Fabre Botanical Conservatory also received accreditation from the Botanical Gardens of France.**

In Madagascar, the company created **the country's first private voluntary protected area**, covering 138 hectares. This ecological transition zone, open to local communities and schools, serves both a site for gathering medicinal plants and a platform for biodiversity

education.

In France, the Association for the Preservation of the Eaux d'Avène Watershed ensures the protection of the thermal water resource and the engagement of local stakeholders.

The Group's green spaces are also subject to regular inventories in partnership with ecologists, in order to improve understanding of local biodiversity and adapt management plans; by 2025, **all relevant French sites will have formalized their management plans.** At the Domaine du Carla (90 ha), a comprehensive naturalist survey has enabled the identification of targeted protection and restoration measures, backed by a long-term commitment. Starting in 2026, biodiversity risk assessments will be conducted at all sites worldwide. The company is also taking action on its agricultural and industrial lands, planting field hedges since 2014 and prioritizing the "Végétal local" label to strengthen ecological corridors. Its subsidiary, Pierre Fabre Agronomie, develops and promotes agroecology among partner farmers, conducting agroforestry experiments on a 14-hectare plot and researching soil health by participating in the European LILAS4SOILS 2025–2028 program on a 5-hectare site.

As part of its 2023–2030 carbon sequestration program, Pierre Fabre **is investing in carbon sinks** that generate cobenefits in terms of soil regeneration, water quality, the transition to agroecology, and support for biodiversity. These actions are yielding tangible results: **by 2025, 1,085 hectares of ecosystems will be identified as preserved** (agricultural land, forest land, real estate, and the Avène watershed) and **2,856 hectares as restored or regenerated since 2007**, notably through carbon sequestration programs and the restoration of a peatland in the Hérault department (Bourdelet embankment, in partnership with "ONF-Agir pour la Forêt").

2.5.3. Raise awareness among employees and citizens about biodiversity conservation

Finally, raising awareness among employees and citizens is a key component of the strategy.

Botanical conservatories regularly welcome healthcare professionals, employees, and schoolchildren, and **several sites** (including the Avène Botanical Conservatory, Carla, and Terre d'Avoine) **have been certified as LPO Refuges. The Klorane Botanical Foundation** plays a key role by funding reforestation and agroforestry projects linked to its supply chains (Ecuador, Indonesia, Senegal), supporting local communities, and educating children about biodiversity and medicinal

plants. By 2025, 1,200 trees were planted by children in the Tarn region and in Madagascar as part of the **ForestGLife program**, while an additional 19,000 trees were planted in sourcing regions (Ecuador, Indonesia, Senegal).

Through this comprehensive approach – scientific, industrial, regional, and educational – Pierre Fabre has firmly embedded biodiversity protection at the heart of its business model and its contribution to international nature and climate goals.

Indicators	Unit	2024	2025
% of global sites with biodiversity concerns located near sensitive areas with a biodiversity action plan	%	n/a	48%
% of bio-based ingredients assessed for environmental and social risks	%	48% (by volume)	53% (by volume)
Areas of restored ecosystems since 2007	ha	2,534	2,856
Areas of preserved ecosystems	ha	1,085	1,085

03

Our social commitments

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3.1.

Workforce



	Unit	2024	2025
TOTAL WORKFORCE	Number	10,195	10,054
Percentage of employees in France	%	53.9	54.6
Percentage of employees working abroad:	%	46.1	45.4
- Of which in Africa/Middle East	%	3.9	5.4
- Of which in the Americas	%	11.8	11.0
- Of which in Asia/Oceania	%	6.6	6.9
- Of which in Europe (excluding France)	%	23.8	22.1

3.2.

Diversity and inclusion



Diversity & Inclusion at Laboratoires Pierre Fabre is rooted in the humanistic values of our founder and in our status as a recognized public-benefit foundation.

Pierre Fabre built his group on the values of integrity, responsibility, and respect for people and the environment. The vast majority of employees are shareholders in the company, and together they form a community united around a shared mission:

“caring for people in their entirety and in all their diversity.”

Diversity and inclusion are inseparable from our purpose and are essential to our performance. **We are fundamentally convinced that a variety of profiles and a plurality of identities and diverse perspectives are essential sources of synergy, innovation, and creativity.**

That is why we seek to recruit employees with varied and diverse backgrounds from all over the world, because diversity is a source of personal fulfillment, social balance, and mutual enrichment for everyone.

3.2.1. Gender parity

Laboratoires Pierre Fabre's action plan includes several initiatives:

Joining the **#StOpE** initiative in early 2024, which aims to combat sexism in the workplace. Signed by Laboratoires Pierre Fabre on January 25, 2024, with a commitment to implement at least one of the priority actions over the coming year. We have committed to: "Providing targeted training on the obligations and best practices for combating everyday sexism." To this end, we have rolled out:

› **Mandatory Training on "Combating So-Called Everyday Sexism in the Workplace"**: A mandatory e-learning module for all managers in several countries. The goal for 2026 is to roll out a mandatory e-learning module in all languages.

› **The "Empow'Her" program**: This flagship program aims to strengthen a sense of community and encourage the active participation of our female employees, while supporting their professional growth through targeted development opportunities.

- › Among our key initiatives, the **Lead'Her Community**, made up of the Group's top female executives, plays a crucial role in promoting role models and advocating for gender parity. This community allows women to draw inspiration from exemplary career paths and feel supported in their professional development.
- › The **Ment'Her Program** is another major initiative aimed at developing women's leadership skills and transforming corporate culture to promote gender parity. Through this program, participants receive guidance and advice from female and male mentors from the Group's senior leadership to advance their careers.
- › The **Lead'HerShip training program** is designed to equip women with strategic leadership skills and executive presence. This program enables them to strengthen their influence within the company and prepare for leadership roles.
- › **Personal Branding**: For talented young women, we have also launched training programs on personal branding.

Other company-wide initiatives:

1. Talent Acquisition: Ensuring the principles of equal opportunity and non-discrimination in the recruitment process.

- › Text included in all our job postings to reflect our commitment: We are convinced that diversity is a source of fulfillment, social balance, and mutual enrichment for our employees; therefore, our job openings are open to everyone without restriction.

2. Internal Mobility and Pay Equity: Initiatives and working groups have been established to

- › Ensure that promotions and pay raises for women are at least equal to those for men.
- › Achieve a score of 90 points on the French index in 2025 (**94 points in 2025** based on 2024 data and **99 points in 2026** based on 2025 data)
- › Develop a simple methodology to analyze the gender pay gap across different countries

3. Leadership Team: A key performance indicator (KPI) is being tracked to increase the percentage of women on our Leadership Team by 2030.



3.2.2. Intergenerational transmission

Convinced that generational diversity is an asset to the company, **we prioritize the transfer of knowledge, the sharing of experiences, and intergenerational dialogue.** We strive to create an environment where each generation can learn from others, contribute fully, and develop their skills to support collective performance.

As such, the Group has launched two programs aimed at young talent:

1. Since 2024, the **New Gen** program has involved 12 young talents under the age of 35 each year, drawn from all countries where the group operates and representing various professions and genders. They present innovative ideas related to the strategic plan to the group's Executive Committee and benefit from a specific training program. Thirty-six young talents have participated in this program since its inception. Fifty percent of participants in the first and second cohorts took part in a local or international assignment during or at the end of the program. The projects undertaken have yielded tangible results, highlighting the importance of including different generations in shaping the Group's future.

2. The NEWGEN program gave rise to the **NEXUS** program, an initiative proposed by participants in the first edition of NEWGEN in late 2024. This program enables each subsidiary worldwide to replicate at the local level a system to include young talent in executive committee decision-making. Local young talent proposes innovative ideas to improve workplace culture and collective performance. Participants are also supported by a training program similar to that of NEWGEN. This program has been rolled out in 8 countries since 2024, with 32 participants enrolled.

In addition, **specific measures for older employees** have been negotiated and implemented in France. These include, in particular, reduced-workload arrangements toward the end of an employee's career—designed to encourage continued employment—as well as generous early-retirement packages.

In 2026, the Group will undertake a broader review to develop new initiatives focused on intergenerational transition, to be rolled out in 2027.



3.2.3. Disabilities

Laboratoires Pierre Fabre is also committed to the inclusion and employment of people with disabilities. **Integrating, retaining, and training people with disabilities are at the heart of our priorities.**

In France, this commitment to a long-term employment policy supporting workers with disabilities has been in place since 1989. The twelfth company-wide agreement was signed with the social partners and took effect in 2025.

Numerous initiatives are being carried out both internally and externally to promote the employment of people with disabilities.

This inclusion policy enables us, on a national scale in France, to achieve **an employment rate for workers with disabilities of 7.74% by the end of 2025.**

Our subsidiaries are also implementing initiatives in this area.

3.2.4. Indicators

Gender parity			
	Unit	2024	2025
Percentage of women on the "Leadership Team"	%	37	42
Gender Equality Index in France	%	89	99

Disability			
	Unit	2024	2025
Percentage of workers with disabilities in France	%	6.80	7.74



3.3.

Employee health and safety



Pierre Fabre Laboratories places the health and safety of its employees at the heart of its priorities, in line with its mission and its Corporate Social Responsibility (CSR) strategy.



3.3.1. Policy and organization

The Health & Safety Policy aims to protect the physical well-being and mental health of employees in France and internationally, through the prevention work-related accidents, injuries, and occupational illnesses, and by promoting working conditions that foster quality of life at work.

It is managed at the Group level by the Occupational Health & Safety Department, in collaboration with the CSR & Sustainable Development, General Services & Insurance, and HSE Operations, to ensure a healthy and safe work environment across all entities.

3.3.2. Action plan

In 2025, Pierre Fabre Laboratories continued the rollout of its Health and Safety policy, structured around three pillars – **roles and responsibilities, risk management and opportunities, and measuring effectiveness and continuous improvement** – supplemented by a cross-functional focus on developing a health and safety culture.

Risk management and quality of life at work

In 2025, efforts were prioritized on road safety risks for network employees, the prevention of critical technical risks at our Operations sites, and, for all employees, psychosocial risks and quality of life at work.

- › **Road safety:** continuation of the training program for network employees, with more than 730 people trained through real-world coaching.
- › **Prevention of psychosocial risks (PSRs) and mental health:** In addition to the prevention framework strengthened by the 2023 agreement, the program aimed at addressing change management has been expanded to include, for example, managers who are agents of change.
- › **Quality of Life at Work:** opening of the Campus site, designed with a strong focus on working conditions (acoustics, lighting, campus life) and supported by a change management program, with a 97% satisfaction rate; each relocation project is subject to a specific review of these working conditions by the Real Estate Committee, which brings together technical and HR functions.

Health and safety culture and employee engagement

As a cross-cutting and complementary focus area, the development of this culture supports the technical or organizational initiatives already underway.

Across all our Operations activities, the **HSE Initiatives** and training programs “**3S – See it, Say it, Solve it**” training programs are maintained and strengthened, as is the **Safety Academy** for managers, which will be expanded to include employees.

In France, support and network teams participated in health and safety discussions led by managers, through themed sessions designed to raise risk awareness and formalize collective commitments.

The 5th Global Health and Safety Week remained a key shared opportunity to raise awareness across all entities, combining Group-wide events with fun local workshops.

Measuring effectiveness and continuous improvement

As part of its commitment to continuous improvement, the Group continued its annual **campaign to assess compliance** with internal health and safety requirements across all locations. As an important initiative, the **HGS Management Reviews** were continued. They will be gradually expanded to include sites in France that were not previously covered.

This integrated approach enables Pierre Fabre to **further reduce key risks**, support the **prevention of workplace accidents** and occupational illnesses, and the health, safety, and **quality of life at work for its employees in the long term**.

3.3.3. Indicators

	2023	2024	2025
Severity Rate in France	0.40	0.69	0.44
Severity Rates: France + International	0.27	0.38	0.25
Incidence rate in France	5.00	5.17	3.59
Frequency rate for France + International	4.46	3.84	2.76

3.4.

Transparent communication:
Green Impact Index



To meet consumer expectations regarding product composition and their environmental and societal impact, Pierre Fabre Laboratories has chosen to communicate transparently by evaluating its products (cosmetics, dietary supplements, and wellness and family health products) using the Green Impact Index, a tool for assessing environmental and societal impact. This tool is based on the methodology outlined in the AFNOR Spec 2215 reference document.

To ensure complete transparency regarding the CSR commitments directly associated with its products, Pierre Fabre developed the GREEN IMPACT INDEX in 2021 to measure a product's of a product, improve its profile, and provide concrete information on the environmental and social actions inherent in each Pierre Fabre product.

In 2023, Pierre Fabre Laboratories sought to make this initiative accessible to as many people as possible. With this in mind, for the first time, 120 experts and scientists from 26 organizations (suppliers, engineering firms, and academic institutions) worked together under the auspices of AFNOR Standardization to jointly develop a methodology for calculating and displaying the environmental and societal impact of cosmetics, wellness, and family health products. The result of this work made it possible, in just 9 months, to publish AFNOR Spec 2215 in June 2023, enabling consumers to be informed in a simple and transparent way about the environmental and societal impact of their products.

Beyond carbon footprint, the methodology incorporates societal issues as well as biodiversity and natural ingredients, moving toward more sustainable

products. Thus, AFNOR Spec 2215 proposes a labeling methodology that takes into account all CSR issues, and our studies show that this holistic approach is what consumers expect. It also enables consumers to compare products using a standardized methodology adopted by multiple brands and aligns with evolving French and European regulations on environmental labeling in the cosmetics sector.

The Green Impact Index is now a tool for displaying product ratings on a scale from A to E, based on an evaluation of more than 50 criteria. It thus enables consumers to make informed choices when selecting products.

This transparent and recognized labeling tool is managed by the Green Impact Index Consortium, a nonprofit association established in July 2023 under the French Law of 1901, which had 28 active members as of the end of 2025. The association's mission is to make this tool accessible to all companies—from microbusinesses and SMEs to international corporations, and to build the expertise of all members who join the association in the eco-socio-design of products within the scope of the index.

In 2024, all cosmetic and dietary supplement products were therefore re-evaluated using the new methodology. The Green Impact Index scores are displayed on the product pages of the brands' websites.

As of December 31, 2025, nearly 3,000 Pierre Fabre products had been rated, 74% of which received a A or B, representing 76.2% of Pierre Fabre Laboratories' revenue within the scope of the Green Impact Index.

	Unit	2023	2024	2025
% of revenue generated by eco-socially designed products (rated A and B) according to the Green Impact Index, excluding medications and accessories	%	66.2*	69.2**	76.2**

*Indicator derived from the application of Version 1 of the Green Impact Index ("Green Impact Index by Pierre Fabre")

**Indicator calculated using AFNOR SPEC 2215 ("Green Impact Index Consortium")

04

Our governance

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4.1.

Responsible governance/ Employee share ownership

In an increasingly volatile and complex world, an organization's sustainability depends on its ability to foresee certain economic developments, to address socio-environmental challenges early enough to anticipate potential market shifts, to attract and retain top talent, to build customer loyalty, and to mitigate reputational risks.



To address these challenges, many companies have realigned their strategy and organization around a purpose. Implementing responsible governance ensures that the company's strategy is aligned with this purpose and that it fully incorporates social and environmental issues.

4.1.1. Policy

In accordance with the wishes of Mr. Pierre Fabre, the Group's employees have been 21 years closely tied to the company's performance through an **employee stock**

ownership plan: the RUSCUS plan. Thus, **alongside the Pierre Fabre Foundation, employees are the Group's sole shareholders.**



4.1.2. Organization

Laboratoires Pierre Fabre has a unique shareholder structure, with—in broad terms—a very large majority stake held by the Pierre Fabre Foundation, supplemented by employee ownership. This structure, unique in France, ensures Laboratoires Pierre Fabre's financial strength and the long-term preservation of its independence, in accordance with the wishes of its Founder.

The Pierre Fabre Foundation, the majority shareholder of Pierre Fabre Laboratories (holding more than 86% directly and indirectly), has been a recognized public-benefit foundation since 1999.

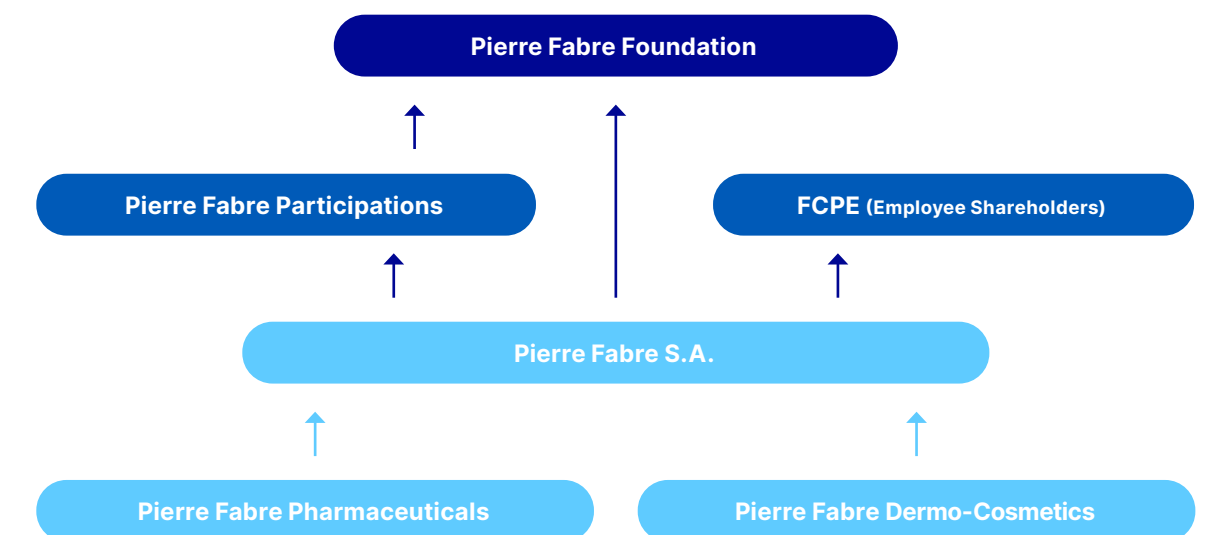
It works to improve access to healthcare for people in the world's least developed and emerging countries, as well as for populations facing exceptionally severe crises of political, economic, and/or natural origin. It implements the programs it develops in direct support of local partners (universities, hospitals, learned societies, and civil society organizations) in coordination with the authorities (Ministries

of Health and Higher Education). It is currently carrying out 35 programs across 22 countries in Africa, Asia, Haiti, and Lebanon.

It focuses primarily on the training of pharmacists and medication specialists, the fight against sickle cell disease—the world's most common genetic disorder—and dermatology with programs specifically dedicated to people with albinism, e-health, and, finally, access to healthcare for vulnerable populations—notably by supporting the work of Dr. Denis Mukwege, Nobel Peace Prize laureate, on behalf of women who are victims of sexual violence in war.

In compliance with applicable regulations governing the operation of shareholder foundations, the Foundation does not intervene in the direct management of the Group's activities.

Employee shareholders hold shares in Pierre Fabre SA through an Employee Investment Fund (FCPE) that is part of the Group Savings Plan.



The group thus contributes to the budget of the Foundation through grants and/or an appropriate dividend distribution policy. To this end, for several years now,

a portion of the profits of Pierre Fabre Laboratories is distributed to its shareholders, including the Pierre Fabre Foundation.

4.1.3. Development of employee stock ownership

Launched in France in 2005, the RUSCUS plan has since been expanded to 13 countries: Germany, Belgium, Spain, Greece, Italy, Portugal, Poland, Mexico, Switzerland, Austria, the Czech Republic/Slovakia, Bulgaria, and Brazil.

The program includes a company matching contribution that prioritizes employees with moderate savings capacity, with management fees covered by the Group.

As of December 31, 2025, approximately 80% of employees eligible to participate in the plan are shareholders. A total of 8,793 current and former employees are shareholders, holding 9.9% of the capital of Pierre Fabre S.A.

Additional countries may join the program in the coming years.



4.1.4. Results

	Unit	2024	2025
Capital held by employees	%	9.80	9.91
Shareholder Participation Rate/Number of Eligible Employees	%	80	79.5
Number of shareholders (current and former employees)	Number	8,624	8,793

4.2.

Responsible procurement



Building on its strong regional roots, Pierre Fabre Laboratories has always prioritized local businesses in its procurement and maintains long-term business relationships with a network of companies of all sizes.

Laboratoires Pierre Fabre works with a number of suppliers and subcontractors, and it must ensure, as part of its duty of care, that these parties respect human rights and do not cause environmental pollution.



4.2.1. Organization

The **Group Procurement Department** (France and major subsidiaries) coordinates all of the Group’s procurement activities.

Indirect procurement (general services, energy/waste, marketing/communications, telecommunications, IT, R&D, professional services, vehicle fleet, etc.) reports to the Group’s Legal and Financial Department of the Group.

Direct purchases (raw materials, packaging supplies, industrial subcontracting, etc.) and indirect purchases related to Operations (capital expenditures, maintenance, consumables, etc.) fall under the purview of the Operations Department.

4.2.2. Policy

Today, Laboratoires Pierre Fabre’s commitment to responsible procurement has been formalized through **its ethics charter**, which stipulates that the Group expects its supplier partners to act ethically, in particular by prohibiting all forms of corruption, whether active or passive, direct or indirect, and the areas of human rights and working conditions, through compliance with applicable international conventions.

In line with this ethical charter, the Group’s **responsible procurement charter**, implemented since 2015 and updated in 2025, integrates the principles of responsible procurement into the procurement process.

The procurement process specifically governs **supplier sourcing, the supplier selection process, and the measurement of supplier performance**, notably by incorporating CSR criteria prior to supplier listing, during the bidding process, and in annual performance evaluations.

› Regarding indirect procurement categories:

The annual CSR performance of indirect procurement is assessed through the ECOVADIS platform.

The five pillars of CSR commitment (environment, social, ethics, and responsible procurement) are assessed and documented.

An annual mapping of suppliers’ CSR performance allows us to assess the progress in commitments and compare them to the industry benchmark. This assessment also incorporates criteria related to country risk, financial risk, and compliance, measured respectively via Ecovadis, Credit Safe (minimum score of 30), TrustPair, and Refinitiv.

In 2026, a risk management module integrated into ARIBA will enable supplier monitoring across four pillars: ethical and legal, environmental and social, operational, and financial.

The weighting of these CSR criteria generally ranges from 5% to 15% of the overall score, which also includes quality, costs, lead times, innovation, organization, and safety.

› For direct procurement categories (raw materials, packaging materials, industrial subcontracting):

The methodology for evaluating annual supplier performance is based on five dimensions (Quality, Logistics, Procurement, CSR, and Innovation) and a focus on simplification and harmonization. Thus, the CSR category accounts for 20% of the overall score, on par with the other categories. It comprises two criteria (with equal weighting): the assessment of CSR performance and carbon maturity. This framework for dialogue with our suppliers aims to enhance their value creation through continuous improvement plans and enables us to align our supplier portfolio strategy with the company’s needs.

The supplier risk analysis, implemented since 2022, is conducted on a weekly basis: it not only incorporates the Ecovadis CSR performance score (with a “red line” [risk threshold] set at 30/100) but also includes an ethics and compliance analysis using the LSEG tool.

4.2.3. Implementation of supplier CSR assessments

Laboratoires Pierre Fabre has implemented the ECOVADIS tool, which consists of a platform covering more 250 industry sectors and 185 countries. Suppliers complete an assessment questionnaire and provide supporting documentation; this questionnaire is based on international sustainability standards, particularly the Global Reporting Initiative, the United Nations Global Compact, and ISO 26000.

Starting in 2020, the assessment tool was rolled out across all procurement categories and all suppliers, with segments prioritized based on the CSR/financial issue analysis mapping.

Following the rollout of the tool and the widespread adoption of ECOVADIS scores, the Group is now able, when **selecting suppliers for its calls for bids**, to limit its consideration to those that have achieved, at a minimum, a score above the industry average in the highest-risk segments.

As a result, supplier onboarding is improved while contributing to the suppliers’ own sustainable development goals.

In addition, since October 2025, the Group has implemented ECOVADIS’s Carbon Action Management module to assess suppliers’ carbon maturity and to increase it.

4.2.4. Results

As of the end of 2025, the database included **888 suppliers rated on ECOVADIS**. The procurement revenue generated with these ECOVADIS-rated suppliers represented just over **83% of Laboratoires Pierre Fabre’s invoiced procurement revenue** for 2025 (direct purchases (including both direct and indirect suppliers).

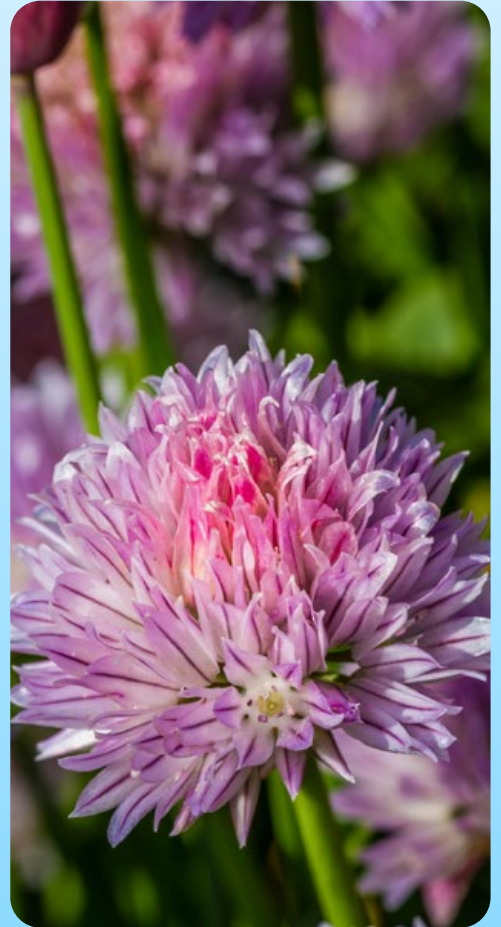
Regarding indirect suppliers, 2025 saw a significant increase in coverage: **86% of total spend is covered by ECOVADIS-rated suppliers**, and 94% when considering key suppliers only. The average rating score for indirect procurement suppliers is **68.7/100**.

With regard to direct suppliers, 2025 was marked by a further increase in the coverage rate (**Suppliers with a score account for 92% of total purchases**) and an improvement in the score (**average score of 71.7**, up 4 points from 2024).

These scores are incorporated into the annual rating (annual performance assessment) as well as the risk analysis.

In the absence of an ECOVADIS score, a substitute questionnaire was developed in mid-2022 by Green Mission, enabling the assessment of suppliers’ CSR performance of suppliers.

	Unit	2024	2025
Number of suppliers assessed by ECOVADIS	Number	784	888
% of invoiced revenue Purchases made from suppliers assessed by ECOVADIS (direct and indirect purchases combined)	%	83.7	83.5



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