

Annual report 2023

**CARING FOR  
EACH PERSON**  
*helps us  
advance*

Pierre Fabre  
and you,  
shared  
stories.



Pierre Fabre



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FOR A BETTER WORLD**

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 **Audoin Desforges receives *carte blanche*:** Through strong emotional portraits, each person with an object that is symbolic of their actions at Pierre Fabre Laboratories, we explain the work they carry out every day to help each person live better. [lacompany.net](https://lacompany.net)



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2022 Annual Report  
of Pierre Fabre  
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# CARING FOR EACH PERSON *helps us advance*

  
**€2,7**  
billion in revenues  
in 2022.

  
**€171M**  
invested in R&D  
in 2022.

  
**9,600**  
employees.

Pierre Fabre Laboratories has been combining pharmaceutical and dermo-cosmetics expertise for 60 years, spurred on by the idea that “every time we care for a single person, we make the whole world better.” This is our Purpose.

We draw strength from the trust placed in us by health care professionals, patients, consumers and customers, to constantly innovate and develop solutions that improve the better-being of all. Today, Pierre Fabre Laboratories is the second largest private pharmaceutical group in France and the second largest dermo-cosmetics laboratory in the world, and it is owned by the government-recognized public-interest Pierre Fabre Foundation.

We are firm in the belief that it is our employees, our partners, our customers, our patients and all our stakeholders who further our progress toward a better world, which is why this year we have chosen to give them a voice throughout the report, to relate their shared stories with Pierre Fabre Laboratories.

Strategy

In 2022, Pierre Fabre Laboratories finalized the implementation of its Transformation plan, launched in 2019 with a firm focus on resumption of profitable growth. We have rebalanced our portfolio of pharmaceutical and dermo-cosmetics activities and improved our efficiency, convinced as we are of the need for a new type of progress. We believe strongly in the need for courage, to make difficult strategic choices today in order to make our future world a better place.

Advancing



Pierre Fabre and you,  
shared stories:

Researchers, health care professionals, employees of Pierre Fabre Laboratories, all committed to making the whole world better.



FOR A  
BETTER  
WORLD



Read the digital version of the annual report at [pierre-fabre.com](https://pierre-fabre.com)

OUR ACTIVITY  
IN FIGURES:

€2.7

billion in revenues in 2022.


€171

million invested in R&D in 2022, €115 million in Medical Care and €56 million in Dermo-cosmetics & Personal Care.

# Making our contribution to the common good

Joint interview with **Éric Ducournau**  
CEO of Pierre Fabre Laboratories  
and **Emma Haziza**, hydrologist.

01.



**T**he Pierre Fabre Laboratories are aware of the urgent need to address the challenge of global warming and of the recurring droughts it is causing, and base their strategic choices on preservation of the living.

**Eric Ducournau, Group CEO, and Emma Haziza, hydrologist and an expert on territorial resilience strategies faced with climate risks, discuss approaches for preserving resources, and water in particular.**

**Why was 2022 extraordinary from the standpoint of climate change?**  
**Emma Haziza** — There was a rain shortage during the winter phase so the water tables were not refilled. We also had several heat waves, some of which came early and others late. 2022 was the warmest year ever recorded, both in the world and in France, and the southwest was particularly affected.

**How are these changes affecting Pierre Fabre?**  
**Éric Ducournau** — It takes a lot of water to manufacture cosmetics, and over 60% of our products contain an active ingredient sourced from nature. The need to limit use of resources has encouraged us to explore new solutions. Through “dry” facilities, for example, which reduce water consumption by at least half, and greater recourse to agroecological cultivation for medicinal plants in order to maintain the landscapes and soils. Our company was founded by a visionary when it comes to biodiversity

**“THE NEED TO LIMIT USE OF RESOURCES HAS ENCOURAGED US TO EXPLORE NEW SOLUTIONS.”**  
**Éric Ducournau,**  
CEO of Pierre Fabre Laboratories

protection. We realized very early on that companies had to address the climate issue to survive. With Green Mission Pierre Fabre, we are making our own contribution to the collective fight for global carbon neutrality.

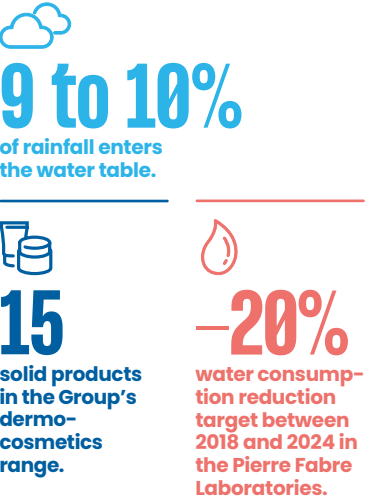
**What should companies be doing to help the fight against climate change?**  
**Emma Haziza** — In France, regulations are still holding back many developments that seem to make good sense, such as using rainwater rather than drinking water for certain sanitary processes. If we are to become more resilient, it is essential that we depend as little as possible on others. Extreme weather can affect a company’s customers and suppliers, with consequences for the company itself. The disruption of the global supply chain in August 2022 caused by the drought in China is a case in point. Companies need to analyze their interdependence to identify risks.  
**Éric Ducournau** — Our first responsibility is to review our industrial processes, by reinventing our formulas, and also to increase our independence. It’s a collaborative effort, involving all our suppliers, to rethink the entire value chain. Finally, it’s important that companies work to develop regulations in order to make it easier to take action.

**What measures has Pierre Fabre taken to improve water management?**  
**Éric Ducournau** — For several years now, we have been committed to reducing water consumption at all our production sites and we have launched several investment programs. To take just one example, our dermo-cosmetics site in Soual has reduced its consumption by 22% over the last four years, and is in the process of becoming an almost entirely closed-loop facility, with reuse of some of its wastewater after treatment. Other actions include reducing the flow of borehole water at our Avène production unit.

**Are you optimistic about our collective ability to meet the climate change challenge?**  
**Emma Haziza** — Yes, because there are lots of solutions we can implement. It’s up to us to think of wiser ways of using resources in order to preserve them. We need to rethink our relationship with water and make better use of its cycle. But we must all adopt these solutions, collectively, for them to be successful.  
**Éric Ducournau** — Liberal economies are not used to being confronted with phenomena of this magnitude, which require widespread mobilization and a radical transformation of society.



The situation calls for more governance on the part of public authorities and companies. I believe in the strength of a voluntary and collective approach, as demonstrated by the consortium we have created with other manufacturers to improve eco-social product design. I’m still optimistic, because there’s still a way forward, and this is an opportunity for us as industrialists to open up new avenues for innovation. ●





# A forward-looking Group

Interview with Roch Doliveux,  
Chairman of the Supervisory board.



01.  
Roch Doliveux

**What conclusions have you drawn from the Transformation plan that was wrapped up in 2022?**

**Roch Doliveux** — First and foremost, the Transformation plan has been a great success, one we can all be proud of. It was ambitious, and the teams rallied to achieve its objectives. I'd like to take this opportunity to congratulate everyone here for their contribution. Thanks to numerous achievements, we have created the necessary financial leeway to invest in our future. As a result, we have been able to acquire new molecules to replace those with patents set to expire in the next ten years. We have also been able to give our flagship brand, Eau Thermale Avène, more resources to accelerate and regain market share.

Finally, this plan has enabled us to make progress on crucial issues, including digital technologies and our environmental footprint. But our transformation is not over yet.

**What challenges remain?**

**Roch Doliveux** — I think one of the biggest challenges for our Group is achieving the right balance between preserving our strong culture, stimulating innovation, and integrating new talent with kindness and genuine interest. This is absolutely essential to boost our competitiveness. Our environment and our competitors are constantly evolving, and are doing so increasingly quickly. If we do not provide ourselves with the means to gather a quicker pace and become more agile than our competitors, our positions will crumble and this will weaken our longevity. We can also make further progress on our "patient and customer" thrust and on the materialization of our Purpose: caring for the patients and consumers for whom our drugs and dermo-cosmetics are intended. My wish is that each patient who suffers from any of the diseases targeted by one of our drugs, that each person who needs a dermo-cosmetic product for his or her skin condition, has access to the right product.

**Where should the Group focus its efforts in the short term?**

**Roch Doliveux** — It is essential that we continue our efforts to build our competitive advantages, for example in innovation and medical care. We must develop our competitiveness, maximize the potential of every individual. We must care for others, our regions and our Planet. We should rejoice in our successes and in the impact of the dividends paid to the Pierre Fabre Foundation so that it may continue developing effective and courageous actions. ●



11

strategic partnerships with innovative companies.



More than 100,000

patients suffering from melanoma treated with our products.



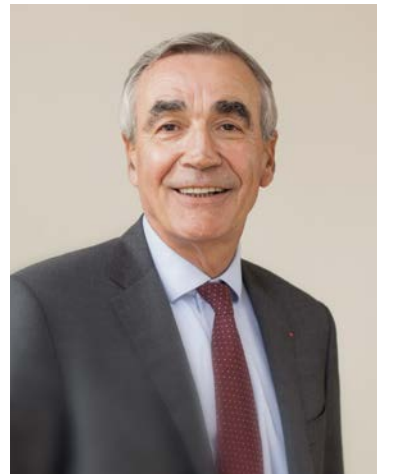
18

patents filed in 2022.

# A unique form of governance in France

Interview with Pierre-Yves Revol, President of the Pierre Fabre Foundation and of the Group's holding company.

02.  
Pierre-Yves Revol



**How would you describe the relationship between the Group and the Foundation?**

**Pierre-Yves Revol** —

The Foundation holds the Group's capital and therefore guarantees its independence. Its action program is financed mainly by the Group. This highly virtuous system is therefore based on the Group's ability to generate sufficient return to cover all its investments and, in addition, to pay a portion of its profits (around 10%) to the Foundation. The Foundation is dedicated solely to its public-interest mission: give access to care and quality drugs in the least developed countries, mainly in sub-Saharan Africa. So the Foundation is not involved directly in the management of the Group, whose supervisory body is the holding company Pierre Fabre Participations, and its action programs are unconnected to the Group's activities. This is what makes the governance system desired by Pierre Fabre so honorable.

**W**

**hat do you consider to be the Group's greatest strength?**

**Pierre-Yves Revol** —

Its multidisciplinary, developed very early on by our Founder. A few years after the launch of a venotonic, which was very innovative for its time, he offered pharmacists the first dermo-cosmetic products with Klorane in 1964, then Ducray in 1969. It was a risky bet, but was based on a firm belief: pharmacists were best placed to recommend safe and effective cosmetics. As a dispensary pharmacist himself, he was aware that his colleagues were ready to follow him in this diversification, provided that the products on offer were different from the cosmetics sold in other channels. Now, six decades later, other players have joined us in this market, but we remain the only ones to offer such a wide range, from drugs to cosmetics and daily health products. Operating in markets with very different business cycles offers a considerable advantage.

**"THE LEGACY OF OUR FOUNDER? THE ABILITY AND AUDACITY TO LOOK TO THE FUTURE AND INNOVATE."**

**Pierre-Yves Revol**

**2023 marks the 10<sup>th</sup> anniversary of Pierre Fabre's passing, what remains of his legacy?**

**Pierre-Yves Revol** —

The essentials live on, not least a product portfolio that he largely developed himself, which offers a good balance of medical products and dermo-cosmetics. Secondly, the ability and audacity to project and innovate by drawing inspiration from the benefits of science and nature. Both are still relevant today. Some examples: Green Mission and the Green Impact Index, and our developments in Innovative oncology. These all have the same aim that Mr. Fabre did: to stand out from the competition and turn to niche markets often neglected by the big players. I would also add team renewal and internal promotion. Pierre Fabre had a great propensity to surround himself with young talent and to promote them within the company. ●



# Participatory governance

The Supervisory Board and the Executive Committee have clearly defined and complementary responsibilities. They work together closely to implement strategies, taking into account the opportunities for our business sectors along with any threats that arise.

01.

02.

03.

05.

06.

04.

07.

**"OUR MISSION: TO DEVELOP THE MOST INNOVATIVE PRODUCTS FOR PATHOLOGICAL SKIN, AND SO IMPROVE QUALITY OF LIFE FOR BOTH PATIENTS AND CONSUMERS."**

Frédéric Ennabli

**"EMPLOYEE SUPPORT AND CONTINUOUS DEVELOPMENT: THE CORNERSTONE OF OUR COLLECTIVE SUCCESS."**

Maud Vimeux

**The Executive Committee counts 7 members**, who manage the Group's activities and its main cross-disciplinary functions. They focus their efforts on achieving our strategic objectives in collaboration with the Supervisory Board, and make proposals to ensure the company's longevity. Between 2020 and 2022, the Executive Committee supervised the implementation of the company's Transformation plan and Green Mission commitments. ●

#### The Executive Committee

**01. ERIC DUCOURNAU**  
CEO

**02. ERIC GOUY**  
Administrative, Finance and Legal Senior Vice President

**03. MAUD VIMEUX**  
Executive Vice-President, Human Resources

**04. FREDERIC ENNABLI**  
Dermo-Cosmetics & Personal Care Business Unit President

**05. JEAN-LUC LOWINSKI**  
Medical Care Business Unit President

**06. VINCENT HURAUX**  
Operations Business Unit President

**07. GIUSEPPE MELE**  
International and Export Business Unit President

#### The Pierre Fabre supervisory board

**T**he Supervisory Board safeguards our long-term strategic vision.

It has 12 members from a broad range of backgrounds and with complementary expertise. Each member uses their experience to secure the Group's success, identifying, nurturing and enriching our long-term policies and facilitating their implementation. ●

#### The Supervisory Board: Board members appointed by the General Assembly

- MS. MARIE-ANNE AYMERICH
- MR. JEAN-LAURENT BONNAFE
- MR. JEAN-FRANÇOIS COURET
- MR. ROCH DOLIVEUX
- MS. ISABELLE GIROLAMI
- MS. MARIE-FRANCE MARCHAND BAYLET
- MS. RACHEL MAROUANI
- MR. OLIVIER SADLAN
- MR. EDUARDO SANCHIZ
- SAS PIERRE FABRE PARTICIPATIONS REPRESENTED BY MR. PIERRE-YVES REVOL

#### Supervisory Board: Board members appointed by the employees

- MS. AGATHE AMARA
- MR. BERTRAND BOTREL



# A unique shareholding structure

### A unique shareholding structure

Pierre Fabre Laboratories is based on a unique shareholding structure, in accordance with the wishes of its founder to ensure stability and independence: the government-recognized public-interest Foundation and our employees are the only shareholders. This atypical capital structure preserves our independence and focuses on the long term, for the benefit of patients, consumers, employees and stakeholders. And, by its very nature, it ensures that we remain a mission-based company, because the dividends paid fund the humanitarian projects of a government-recognized public-interest foundation.

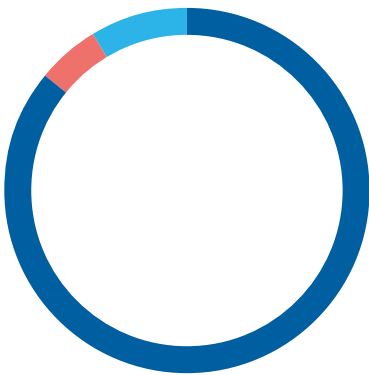
### The Foundation, our majority shareholder

Recognized as a French “public interest” organization, the Pierre Fabre Foundation holds 86% of shares of Pierre Fabre SA. It strives to carry out its mission every day: enable populations of the Global South to have better access to quality drugs and health care. The Foundation delegates Group management control to Pierre Fabre Participations, which nominates the main company leaders while ensuring that its founder’s humanist values are observed.

### Employees, co-owners of the company

Our employees are the Group’s second largest shareholders: they hold 9.2% of the capital. The Ruscus employee stock ownership plan involves them in the company’s development, allowing them

PIERRE FABRE SHAREHOLDING



**86%**  
Pierre Fabre Foundation  
**4.8%**  
Treasury stock

**9.2%**  
Employee stock ownership

to benefit from the fruits of our growth. Initially deployed in France in 2005, it has since been extended to 13 countries. In 2022, 85% of employees eligible for subscription were shareholders. This level of support is a demonstration of their confidence in their Group’s strategy and its success. And our employees want to preserve this singular model, which allows fair distribution of the value created from everyone’s work. ●

### THE PIERRE FABRE FOUNDATION PROGRAMS

The Pierre Fabre Foundation focuses on five priority areas: training of drugs specialists, access to care for the most vulnerable, combating sickle-cell disease, dermatology in tropical regions and e-health. It conducts over 30 programs in sub-Saharan Africa, Southeast Asia, Haiti and Lebanon. It had a budget of 12 million euros in 2022.



01. The Foundation trains health care professionals all over the world. Here, the faculty of pharmacy in Vientiane (Laos).

Pierre Fabre  
and you, shared  
stories:

## Advancing

## OUR TRAINING OF DRUG PROFESSIONALS

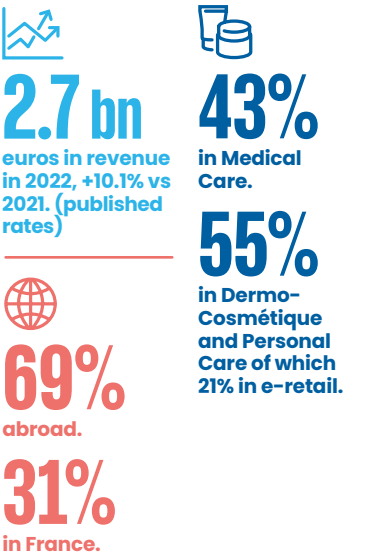
Eric Cros,  
LABORATORY TECHNICIAN,  
ANALYTICAL DEVELOPMENT  
DEPARTMENT, PIERRE FABRE  
INNOVATION CENTER  
(TOULOUSE ONCOPOLE).

“The Foundation suggested that I go to Togo as part of its commitment to training pharmacists, where it supports the pharmaceutical program at the University of Lomé. It was looking for a specialist in high-performance liquid chromatography (HPLC), a technology used to determine the doses of active substances and identify the impurities in pharmaceutical products. I spent two weeks on site training future pharmacists in HPLC in accordance with best laboratory practices, to improve the quality of the results and enhance safety. Being able to pass on my knowledge to help them progress has given my work another meaning!”



# Our business model

Pierre Fabre Laboratories business is guided by its Purpose: “Every time we care for a single person, we make the whole world better.” It inspires all employees in their daily work and in every strategic decision made. This Purpose is the foundation of our Pierre Fabre business model, which places a focus on listening to patients and health care professionals to shape the innovative solutions of tomorrow.



**Dual expertise, forming a whole**  
Pierre Fabre is known for its dual medical and dermo-cosmetics expertise. This singular position allows us to take a holistic approach, giving successive consideration to disease prevention, its therapeutic treatment and, finally, management of the side effects of treatments on the skin, hair and oral health.

This dual expertise is deployed in various fields, covering both common ailments and rare diseases: skin care, hair care, oral hygiene, dermatology, oncology, chronic diseases and everyday pathologies.

The Transformation plan, which was completed in 2022, allowed the Group to consolidate the fundamentals of this model and to assert its unique positioning, which combines medical expertise and naturalness for the benefit of people.

**Strong ambitions for each activity**  
Through its Medical Care activity, Pierre Fabre strives to bring promising treatments to patients with unmet medical needs in precision oncology, medical dermatology and rare diseases.

This activity also offers a comprehensive range of OTC products in pharmacies to deal with everyday



01. The Group’s positioning combines the best of medical science and naturalness for the benefit of people.

ailments, as well as treatments prescribed by general practitioners for managing chronic diseases and deficiencies.

Our Dermo-Cosmetics & Personal Care business is tasked with caring of diseases of the skin and scalp, to improve the lives of patients and consumers. Its leading and complementary brands work as closely as possible with health care professionals and their patients to develop innovative and effective



## CLOSE-UP: OUR PIERRE FABRE GROUP PURPOSE

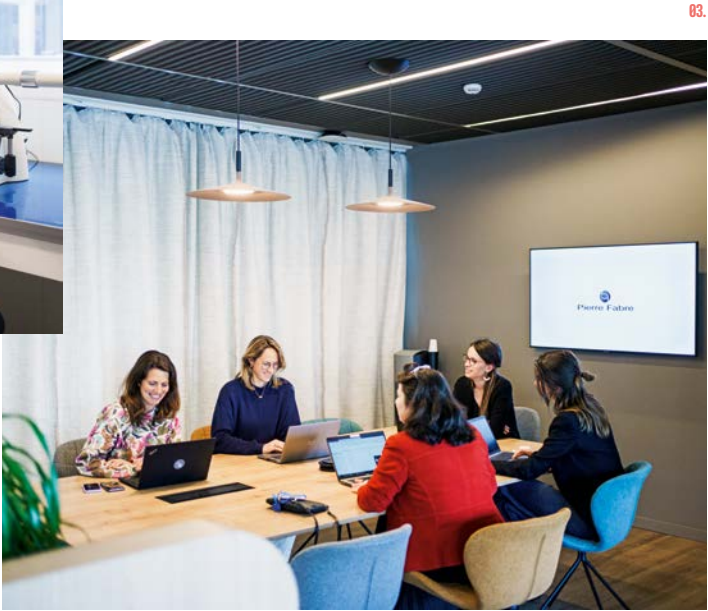
Every time we innovate to help each person live better.

Every time we repay nature for her treasures.

Every time we share the fruit of our efforts with those working and living beside us.

Every time the Pierre Fabre Foundation improves access to health care for those most in need.

Every time we care for a single person, we make the whole world better.



treatments that respect the environment and meet the same ethical and scientific standards as prescription drugs.

**Working closely with patients and health care professionals to provide support**  
Pierre Fabre Laboratories still operates from its home region, and now also worldwide, with the aim of cultivating direct contact. Its credo: show agile empathy to understand and meet the needs of patients, consumers and health care professionals.

This has strengthened our relationship with patients and consumers, with the help of digitalization, which we use to better appreciate consumer needs. We have also enhanced our links with patient

associations, to better identify needs and together create solutions that improve the quality of life of patients and their families.

The Group also collaborates with health care professionals, to enrich the trust built up over 60 years. Our field teams meet with some 9,500 oncologists worldwide each year, more than 35,000 European doctors prescribe our dermo-cosmetic treatments, and we have developed numerous training programs for pharmacy teams, including on smoking cessation. ●



# A successful Transformation plan

**B**etween 2020 and 2022, the Pierre Fabre laboratories implemented a Transformation plan of unprecedented scope, organized around five pillars. It had precise and ambitious objectives and involved the entire company, all of its business lines, its organization and its culture.

The plan was designed in line with the Group's values to restore profitability, ensure the company's longevity and better meet the expectations of customers and partners, in particular patients, consumers and health care professionals.

It was carried out under exceptional and unpredictable circumstances: health crisis and cyberattack, international tensions and even raw material supply difficulties. These events complicated its roll-out and highlighted its necessity.

It owes its success to our employees' combined efforts, individual agility and collective adaptation.

**Assert a medical & naturalness positioning that is both authentic and differentiating**

The Transformation plan is rooted in the assertion of a unique positioning based on the alliance of medical and naturalness for the benefit of people.

In 2020, a Corporate Medical & Patient / Consumer Relation Division was created to improve patient and consumer management by placing them at the center of the care pathway. Then there is Green Mission Pierre Fabre, which is dedicated to CSR and naturalness and is the source of inspiration for our Green Impact Index, the first social and environmental scoring tool for cosmetics and family health products. ●●●

01.



**"WE HAVE FULLY TRANSFORMED OUR COMPANY. WE HAVE CREATED A NEW BASE AS A TEAM, WHICH WE CAN NOW USE TO PROGRESS EVEN FASTER AND EVEN FURTHER."**






Eric Ducournau, CEO of Pierre Fabre Laboratories

01. The Transformation Plan owes its success to your employees' combined efforts.
02. Pierre Fabre pursues its commitment to preserving biodiversity.



02.

THE 5 OBJECTIVES OF THE TRANSFORMATION PLAN

PILLAR		2022 OBJECTIVE SET AT THE START OF THE TRANSFORMATION PLAN	RESULT ACHIEVED IN 2022
Medical and naturalness		80% of new Dermo-Cosmetics & Personal Care products comply with the Conscious Care initiative	95%
Portfolio and geographical footprint		At least 45% of regions deliver a direct cost EBIT of over 30%	59%
Efficiency		EBIT between 9 and 10%	9.5%
Digital		20% of Dermo-Cosmetics and Personal Care sales generated online	21.2%
Organization		100% of employees repositioned within the new organization	100%





Almost  
**2/3**

of Dermo-Cosmetics and Personal Care sales were generated by eco-designed, socially-responsible products (A and B rated under the Green Impact Index) in 2022.

●●● In the field of Dermo-Cosmetics, the Group's dual medical and naturalness expertise has shaped a new approach to health care, called "Conscious Care", which has brought the Group's brands together around the development of products that are not only safer, but also more effective and respectful of the planet. One of the launches that best typifies this approach is that of the A-Derma Biology range, certified Cosmos Organic by Ecocert.

#### Refocus our portfolio strategy

The Transformation plan has allowed us to optimize our brand portfolio, to better balance the Group's two activities.

The Medical Care activity has been given a new lease of life, with a refocus on oncology and dermatology. In these therapeutic areas, the Group has strengthened its position in niche indications particularly suited to a mediumsized laboratory. As a result, major launches have been made possible in oncology, for treating specific forms and developments of melanoma, colorectal cancer and breast cancer. Several partnerships with innovative biotechs have also been signed, for example with the EspeRare Foundation for the development of the first treatment for XLHED, a rare genetic disease with serious dermatological impacts.

04.



In dermo-cosmetics, we have streamlined our portfolio to retain only brands that are in line with the Group's medical and naturalness positioning. In addition, an acceleration plan has been put in place to support the development of Eau Thermale Avène.

#### Improve our efficiency to fund the transformation

Fundamental work has been carried out to increase the Group's ability to generate profitable growth, with the aim of achieving greater efficiency.

We have strengthened synergies between the Medical Care and Dermo-Cosmetics & Personal Care activities, for example with the

03.



03. The Medical Care activity has been given a new lease on life, with a refocus on oncology and dermatology.

04. The brand portfolio has been streamlined to reflect our medical and naturalness positioning.

merging of several sales networks in our subsidiaries. The same applies to subsidiaries, where the synergies achieved by placing the two activities under the same general management have led to productivity gains and better profitability.

We have also optimized industrial processes, for example by reducing the number of tube formats from 110 to 10 references. Finally, some activities have been internalized, such as the production of new oncology active ingredients at the Gaillac site.

To take this a step further, the Group has also launched its Operations 4.0 project, to develop production methods using digital technologies, an example being the creation of a new workshop in Gaillac to produce biological active ingredients derived from the microflora in Avène thermal spring water.



**5**

point increase in the share of Group revenue generated abroad between 2019 and 2022.



**45%**

average annual increase in digital investments between 2019 and 2022.

#### Leverage digital technologies to improve consumer/patient centricity

Digital technology offers an opportunity to better understand the expectations of patients, consumers and health care professionals and to customize relations. Our adoption of precision marketing has allowed the Group's brands to foster higher quality digital interactions with consumers.

A unified clinical data platform, the Clinical Data Tower, has been created to gather all the data relating to clinical studies in one place. All our activities and functions are gradually benefiting from a more comprehensive and detailed view to better engage their targets.

Moreover, our capacities for data collection, analysis and exploitation have been strengthened with the creation of a Data Center of Excellence and the establishment in 2022 of a central repository for sharing and cross-referencing data, called the DataMarketPlace.

Increased investment in all digital channels has also contributed to the development of the Group's e-commerce activity, and 21.2% of dermo-cosmetics sales are now generated online compared with 10% in 2019. ●●●



06. Numerous initiatives have been launched to promote more collaborative ways of working.

05.

Our industrial and service facilities have been refocused to promote localized production in France, concentrated on the Group's products.

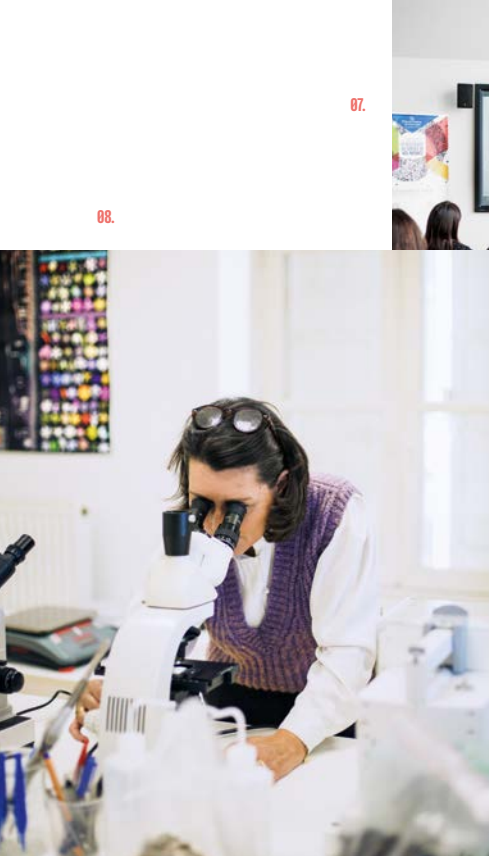


06.

**"52% OF OUR DERMOCOSMETICS SALES AND 23% OF OUR MEDICAL CARE SALES ARE GENERATED BY ACTIVE INGREDIENTS MANUFACTURED AT OUR GAILLAC SITE IN THE FRENCH DEPARTMENT OF THE TARN. IT IS A WAY OF FURTHER SECURING OUR VALUE CHAIN."**

Vincent Huraux,  
Operations General manager





07.

08.

**07.** The synergies between the Medical Care and Dermo-Cosmetics & Personal Care activities have been strengthened.

**08.** Green Mission Pierre Fabre, committed to CSR matters and naturalness, is dedicated to implementing the Group's climate strategy.



Over  
**90%**  
of employees participated in the engagement survey in 2022.



More than  
**380**  
teams participated in the 1,2,3 Transfo workshops, which are collective transformation review workshops.

**"WE HAVE ACCELERATED THE DIGITALIZATION OF OUR MARKETING AND SALES ACTIVITIES TO BETTER UNDERSTAND CONSUMERS AND MAXIMIZE THE GROWTH OF E-COMMERCE."**

**F.Ennabli**  
Dermo-Cosmetics & Personal Care  
Business Unit President

### ●●● Transform our organization and ways of working

Deemed too vertical in nature, the company has completely changed its organizational structure. Four Business Units and eight pooled Business Partners are now working to develop the agility required to work better together.

The Executive Committee has been streamlined, to become more agile and give us a more cross-functional vision of our strategic decisions.

Numerous initiatives have been launched to promote more collaborative ways of working, and to better involve employees in the

Group's strategy. Since 2020, employee engagement has been measured each year through an internal survey. The objectives and annual priorities of each Business Unit and department are shared in a transparent manner to promote team alignment. Twice a month, the CEO speaks to employees in a video about the highlights of the past fortnight. Since April 2021, an internal communication platform has been used to inform employees in real time about the life of the Group and to share new content every day. ●

**Pierre Fabre**  
and you, shared  
stories:

# Advancing

## OUR SCIENCE-BASED ANTI-AGING EXPERTISE

**Patrick Bogdanowicz,**  
AGING RESEARCHER,  
PHARMACOLOGY-CLINICAL  
RESEARCH, DCPC BU

**"My job is to identify the causes of skin aging, and then find active substances that target them. Close collaboration with Prof. Jean-Marc Lemaître, Director of Research at Inserm and an expert in cellular senescence, has helped us to better understand how senescent cells function. Together, we have deciphered the signals sent by these cells in their immediate environment, which disrupt the functioning of healthy cells and accelerate skin aging. We identified an active substance that blocks these signals. This is how Eau Thermale Avène's Hyaluron Active B3 range was born, the result of more than 6 years of research and a real team effort, which addresses the underlying causes of skin aging."**



# 2022 in facts and figures

2022 was a year of acceleration and progress for Pierre Fabre Laboratories, marked by the end of the Transformation plan launched in 2019 and the completion of many initiatives.

FEBRUARY

1,000<sup>th</sup>

Group patent, granted for the use of Milk Thistle in the XeraCalm range, marketed by the Eau Ther-male Avène brand to relieve dry skin and itching.



JUNE

● Launch of the Vik CRC mobile app, developed in collaboration with Spain's patient association EuropaColon to help colorectal cancer patients and their families find answers to their questions.

JULY

● A pop-up village open to the public created in Castres to celebrate the Group's

60<sup>th</sup>

anniversary and its Tarn heritage: over 5,000 people visited immersive stands and participated in educational workshops.

● Conclusion of an exclusive licensing agreement in urology with Urovant, allowing the Pierre Fabre group to register and market products in Europe.

AUGUST

● Acquisition of a stake in Gennisium Pharma, an innovative French company specializing in niche prescription drugs for premature babies.



● Birth of the first baby treated in the EDELIFE clinical trial for prenatal treatment of X-linked hypohidrotic ectodermal dysplasia (XLHED), an orphan pediatric and genetic disease.

SEPTEMBER

● Launch of the Eczema CARE mobile app (formerly PO-Scorad) by the Pierre Fabre Eczema Foundation, developed by its expert doctors to help better manage the disease.

● AFNOR certification obtained for the Pierre Fabre Group's commitment to corporate social responsibility, and the first major industrial group to receive an "exemplary" score.



89

out of 100 in the gender equality index in France.



50%

of the presidents of the subsidiaries of the international division are women.

NOVEMBER

● Presentation of Visible Diseases of the Skin (VDS), the first international epidemiological study on the prevalence and psychosocial impact of chronic visible dermatoses, involving over

● Launch of the Hyaluron Activ B3 range, characterized by a new cellular senescence approach to combating signs of aging and a reduced environmental footprint.



4

clinical studies underway, including 2 in China.

DECEMBER

● Appeared in the

TOP 3

in the 2022 EPOKA / Harris Interactive ranking (in partnership with l'Étudiant) of favorite companies of students and recent graduates in the pharmaceutical industry.

● Announcement of the creation of the Green Impact Index Consortium with

25

stakeholders representing over 1,000 companies under the aegis of the AFNOR standards organization, to develop an environmental and social labeling tool for cosmetics and wellness products.

● Marketing authorization for a new targeted therapy through a licensing agreement with Atara Biotherapeutics, for the treatment of adults and children with relapsed or refractory Epstein-Barr virus-positive post-transplant lymphoproliferative disease.

13,000

participants in 6 countries.



Activity

We have a particularly clear and inspirational mission: continually innovate to bring patients new care solutions. We have chosen to invest in three main areas: oncology, medical dermatology and dermo-cosmetics. We focus our activity on a major organ of the human body that links these three areas together: the skin.

Advancing



Pierre Fabre and you,  
shared stories:

Health care professionals, employees of Pierre Fabre Laboratories, pharmacists and patient associations, all working to take care of you.



TO  
TAKE CARE  
OF YOU



Read the digital version of the annual report at [pierre-fabre.com](https://www.pierre-fabre.com)

OUR ACTIVITY  
IN FIGURES:

More than  
**1,000**  
clinical studies  
conducted in  
Dermo-  
Cosmetics and  
Personal Care  
R&D in 2022.

**18**  
million euros  
invested in  
clinical studies  
in 2022 by  
Medical Care.



# A GLOBAL APPROACH TO HEALTH CARE

**H**ealth is more than just the absence of disease or infirmity; the World Health Organisation (WHC) defines it as a state of complete physical, mental and social well-being. In line with this holistic approach, Pierre Fabre Laboratories prioritizes a “prevent, treat and support” continuum. The company uses the complementarity of its two medical and dermo-cosmetics activities and new digital technologies to provide solutions for the global management of many diseases.

### Improving comfort for patients

One of the Group’s key oncology products is a targeted oral therapy for patients with metastatic melanoma. These types of cancer drugs can cause various side effects, including cutaneous dryness.

To reduce these effects and promote patient well-being and quality of life, a pilot initiative was launched at the end of 2022: provision of a kit containing five Eau Thermale Avène dermo-cosmetic products and an accompanying booklet, issued to patients with B-RAF-mutated metastatic melanoma and starting their treatment with targeted therapy.

“OUR UNIQUE POSITIONING ALLOWS US TO OFFER A GLOBAL APPROACH TO PATIENT MANAGEMENT, FROM PREVENTION TO TREATMENT TO POST-TREATMENT SUPPORT, WITH CARE AND SERVICES ADAPTED TO EACH STAGE OF THEIR CARE PATHWAY.”

Nuria Perez Cullell,  
Medical Affairs and Patient & Consumer  
Relations Vice President

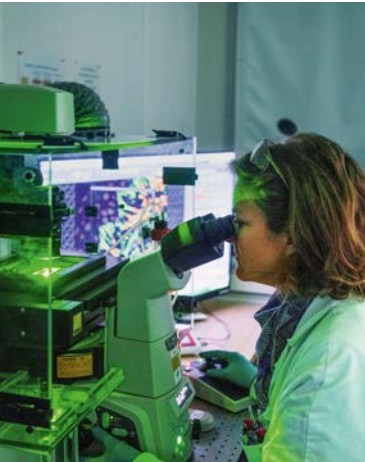
01. Pierre Fabre Laboratories develop flagship oncology treatments and strive to reduce side effects through a pilot initiative.

The kit is delivered by their pharmacist with the aim of informing and helping patients to manage the adverse skin reactions possible during treatment. The test is currently underway in France and involves around 50 pharmacies. It will be proposed for international deployment at the end of the pilot phase in late 2023.

### Supporting colorectal cancer patients

Colorectal cancer (CRC) is a difficult disease that has a considerable impact on patient quality of life. To help patients cope with the difficulties they face, Pierre Fabre’s Spanish subsidiary has partnered with WeFight, a company specialized in the development of virtual assistants for patients and their families.

01.



02. The objective of the surveys conducted on skin diseases and their consequences is to provide enhanced treatment for patients.

03. The Group’s unique positioning provides an ideal view point for holistic patient care.



02.



03.

### Understanding skin diseases worldwide

To better understand the impacts of skin diseases and their consequences on the lives of those suffering from them, the Pierre Fabre Group has launched a major survey named ALL.

The aim is to build the largest international private database on skin diseases, representing all skin types, all skin colors and all pathologies. To achieve this, the survey has been distributed to 50,000 people in 20 countries.

It focuses on all aspects of a patient’s care pathway and on the impacts of these disease on all aspects of everyday life. The aim is to encourage more comprehensive treatment, better suited to patient pathologies: acne, eczema, psoriasis and vitiligo.

Launched in 2022, the study will be deployed over five years with progressive analyses by pathology and by country. The data will namely be shared with the medical community during scientific congresses. ●

22%  
of patients who stayed at the Avène Hydrotherapy Center in 2022 came to gather strength following cancer treatment.

This partnership has given rise to ViK CRC, a mobile app for patients with colorectal cancer. Developed in collaboration with a scientific committee, including various health care professionals and Spain’s patient association EuropaColon, ViK CRC adapts to the specific nature of Spain’s care pathway.

ViK CRC can now use its evolving database to answer over 1,250 questions, in simple language accessible to the general public. The content was developed to meet the needs and concerns of patients, as reported by the patient association and refined in focus groups.

At the end of 2022, ViK CRC had almost 1,400 users. A satisfaction survey showed that 87% of them were satisfied with their experience. Good reasons to consider introducing ViK CRC in other countries.

# A LOOK AT OUR SOLUTIONS

T

he Group offers a wide range of dermo-cosmetics and therapeutic solutions and takes a global approach to prevention, support and treatment in order to care for each person.

## Caring for skin and hair, promoting oral hygiene

Caring for each person means first of all combining our expertise in dermatology, dentistry and cosmetology to create targeted dermo-cosmetics and oral hygiene products that enhance the daily lives of our patients and consumers. These products are designed and developed with the help of health care professionals. A-Derma's EXOMEGA ALLERGO range offers, for example, the first care products specially created for atopic and allergic patients, thanks in particular to the ultra-tolerability of our preservative-free Sterile Cosmetics technology. Pierre Fabre Oral Care is pursuing its drive for the medical development of dental accessories,

## CLOSE-UP

The Hyaluron Activ B3 range is characterized by a new approach to combating signs of aging and a reduced environmental footprint. Six years of work in collaboration with Inserm have allowed the Eau Thermale Avène teams to demonstrate how an approach centered on senescent skin cells can reverse the aging process and boost cell regeneration.

\*Over 15% of dental plaque removed with the 15/100 reference.

with a comparative method to assess the effectiveness of tooth-brushes on the removal of dental plaque using a robot that perfectly reproduces brushing movements. This protocol has confirmed the superiority of INAVA/ELGYDIUM Clinic toothbrushes compared to the main competitors\*.

## Treating skin diseases

Caring for each person means developing solutions for dermatological diseases, including the rarest. Pierre Fabre's products treat common skin conditions, such as atopic dermatitis, psoriasis and acne, and since 2022 actinic keratosis, a pre-cancerous skin lesion located mainly on the face caused by regular and excessive sun exposure.

The Group is also dedicated to the development of new treatments for rare dermatological diseases, such as severe infantile hemangioma and ectodermal dysplasia (XLHED).

01.



01. The Group's therapeutic range covers a number of chronic diseases or chronic deficiencies.



02.

02.

The Group invented Sterile Cosmetics for people with hyper-sensitive or intolerant skin who want to avoid preservatives altogether.

03.

Research and innovation incite the Group to continually enhance its existing products.



03.

04.



04.

To care for hair, René Furterer creates products with the perfect blend of ultimate sensory appeal, effectiveness and 100% natural-origin key ingredients.

Dermatology is the specialty that covers the greatest number of rare pathologies in the world.

## Treating cancer

Caring for each person means helping to prevent and fight cancer. Pierre Fabre Laboratories has been conducting research and development in oncology for over 40 years. Pierre Fabre currently proposes solutions for preventing, treating and fighting melanoma and colorectal, breast and lung cancer.

Our Transformation plan has also prioritized the development of our portfolio of oncological products. Our R&D efforts have focused on targeted therapies, in "niche" and orphan indications.

To accelerate innovation and meet the most critical needs, Pierre Fabre has adopted a high-added-value partnership approach. Our partnership initiated with Array and continued with the pharmaceutical laboratory Pfizer has enabled the development and marketing of a targeted treatment in onco-dermatology. New indications, such as lung cancer, are also under development.

Similarly, Pierre Fabre's partnership with Puma Biotechnology is giving people with HER2-positive breast cancer access to innovative treatment throughout Europe and in other regions, including China, and Europe. ●●●



28

launches of new dermo-cosmetics products in 2022.





05.

Pierre Fabre Laboratories build sustainable partnerships through close collaboration with passionate scientists.

With health care professionals and patient associations, the Group helps to prevent, relieve and treat everyday ailments for everyone.



### ●●● Treating chronic diseases

Caring for each person means helping to improve treatment of chronic diseases. The prescription drugs marketed by the Pierre Fabre Group cover a broad spectrum of such pathologies and help to improve the lives of patients in many therapeutic areas, including urology, women's health and rheumatology.

In 2022, Pierre Fabre acquired the rights to market a treatment for overactive bladder in Europe as part of a licensing agreement with Urovant Sciences. This clinical condition manifests as involuntary muscle contractions of the bladder and can be incapacitating.

### CLOSE-UP

Pierre Fabre has provided the very first treatment for adults and children with relapsing or refractory Epstein-Barr virus-positive post-transplant lymphoproliferative disease. This rare, acute and generally fatal malignant hematological tumor occurs post-transplant. Developed by Atara Biotherapeutics, this treatment is marketed in Europe by Pierre Fabre under a licensing agreement.

### Treating everyday ailments

Caring for each person means supporting each person in their daily lives. To this end, Pierre Fabre offers a wide range of family health treatments, available with or without a medical prescription, for sore throats, smoking cessation, urinary infections and even painful periods.

A new product for preventing vitamin D deficiency will soon be launched in several European countries under a licensing agreement signed in 2022 with the Belgian company Nutrimed. Pierre Fabre Laboratories are also France's leading laboratory for products designed to help people quit smoking and thus prevent lung cancer. ●



€500

million euros invested in partnerships with biotechs as part of the Transformation plan.

Pierre Fabre and you, shared stories:

# Advancing

# RESEARCH ON TREATMENTS FOR RARE DISEASES

Virginie Counioux,  
PRESIDENT OF THE FRENCH  
ECTODERMAL DYSPLASIA  
ASSOCIATION (AFDE)\*

\*Up to the end  
of March 2023.

"AFDE supports families affected by ectodermal dysplasia, the most common form of which is XLHED. These are rare genetic diseases, which affect sweat glands, hair, teeth and nails. They can for example cause intolerance to heat or light and severe tooth agenesis. People affected attract unwanted attention, which can cause suffering. I got involved six years ago because some members of my family were directly affected. AFDE offers families trips and contributes to research projects. We are currently participating in the EDELIFE clinical trial on prenatal treatment of XLHED, conducted by Pierre Fabre and the EspeRare Foundation. It is revolutionary, and could make all the difference for these children and their families. Pierre Fabre's commitment to these rare diseases is a real opportunity."



# RESEARCH & DEVELOPMENT: CREATING VALUE FOR TOMORROW



**€171**  
million invested  
in R&D in 2022.

## CLOSE-UP

Pierre Fabre Laboratories has partnered with the EspeRare Foundation to develop a ground-breaking intra-uterine therapy for the treatment of ectodermal dysplasia (XLHED), a rare genetic disease that affects approximately 400 male babies in Europe each year. A clinical study conducted among pregnant women carrying a fetus with the disease gene began in November 2021, and the first patient was treated in July 2022.

**T**o offer ever more effective therapeutic and dermo-cosmetic solutions, Pierre Fabre Laboratories has always invested in R&D, in line with one of the pillars of its Purpose: “Every time we innovate to help each person live better.”

## Developing new treatments to satisfy unmet medical needs

The field of possible therapeutic options is still immense for patients with cancer, dermatological diseases or rare diseases. Less than 5% of rare diseases – in other words, affecting fewer than one person in 2,000 – now receive treatment, yet over 300 million patients are affected worldwide. Having invested for 40 years in oncology research, and given the profound and continual changes in science and innovation in this field, the Group is now focusing on targeted therapies, i.e. molecules capable of inhibiting mutations causing tumor disorders in cells.

Against this backdrop, the Group is working to strengthen its expertise in targeted therapies, as well as in areas such as data. To build its future portfolio, the Group is accelerating its early research on new targeted therapies in partnership with innovative biotechs. Most recently came the signing of a partnership in February 2023 with the American biotech Scorpion Therapeutics. Together, the two companies plan to initiate the co-development of two compounds in precision oncology for treatment of a very specific form of non-small cell lung cancer.

Francesco Hofmann, Medical Care R&D Director, explains: “Our goal is to have a pipeline of four to six active ingredients in clinical development within five years. To guide us in our investment decisions, we have set up an Advisory Scientific Committee that includes five researchers and clinicians internationally recognized in oncology.”

## Developing cosmetics with more holistic benefits

In dermo-cosmetics, Pierre Fabre is working to develop treatments with high added value, using specific technologies while guaranteeing the sustainable sourcing of ingredients. The R&D teams use techniques from the medical world, for example the interactome, which deciphers all the existing molecular interactions within a cell, tissue or organism. This holistic approach has enabled the development of products targeting all the factors (genetics, environmental, etc.) triggering a skin condition.



We already have the interactome to thank for the new Hyaluron Activ B3 anti-aging range by Eau Thermale Avène, launched in 2022. Other ranges will also benefit in 2023 from this major field of research, including our sun protection, hair care and anti-acne products.

Xavier Ormancey, Dermo-Cosmetics & Personal Care R&D Director, explains: “We also rely on biomimicry, with treatments that replicate the defense mechanisms of living things. Initially focused on skin care, this approach is now being studied for sun protection and healing, based on the self-protection strategies of lichen and algae.” ●

**“BIOMIMICRY IS A STRATEGIC PRIORITY FOR SUSTAINABLE AND EFFICIENT INNOVATION.”**

Katia Ravard, Project Manager and Head of Biomimicry, Dermo-Cosmetics & Personal Care



**18**  
patents filed  
in 2022.

**75**  
scientific papers  
presented in  
scientific  
journals and at  
congresses.



Pierre Fabre  
and you, shared  
stories:

# Advancing

## THE CREATION OF DIGITAL SOLUTIONS FOR PATIENTS

**Dr. Marketa  
Saint Aroman,**  
MEDICAL DIRECTOR  
FOR DERMO-COSMETICS  
AND DIRECTOR OF THE PIERRE  
FABRE ECZEMA FOUNDATION

**"We are committed to helping patients take responsibility for their treatment to improve their daily lives. Eczema is an immune system disease that affects 1 in 5 people worldwide. Patients can use the ECZEMA CARE+ mobile app to track their symptoms, share this information with caregivers and receive personalized advice. It is a comprehensive tool designed to help manage the disease. We are going to integrate a predictive dimension, using an algorithm based on artificial intelligence, which will allow patients to anticipate the evolution of their disease. This app also provides valuable data for our clinical studies, aimed at advancing protocols and best care practices."**

## HOW CAN WE BETTER UNDERSTAND THE NEEDS OF OUR PATIENTS AND CONSUMERS?

# N

ow more than ever, patients and consumers want to be heard; they want to know we are sensitive to their needs. To achieve its purpose, Pierre Fabre strives to design innovative solutions inspired by consumers and patients themselves. To define their needs and propose appropriate solutions, the Group focuses on active listening and co-development.

### Working hand in hand with patient associations

To better understand the experiences of people living with a disease, the Group works closely with patient associations. These exchanges are an important source of information on unmet needs. They also help to identify new avenues for collaboration.

Pierre Fabre is currently working with more than 70 patient associations around the world on the development of new digital products, services and applications, in the fields of oncology, dermatology and rare diseases.

For example, the Group co-developed a charter in 2022 for all our dermo-cosmetics brands. It was co-created with representatives of associations as well as patients, who indicated the stages during which they wanted to be consulted to provide real added value.

Although the spirit of this approach is not entirely new for the Group, it now ensures the voice of the patient is taken into account to make a coherent contribution to our dermo-cosmetics brands.

The first products co-developed with patients under the charter will be launched at the end of 2023.

Speaking about this charter, Jean-Marie Meurant, Vice-President of the French Skin Federation and President of the Vitiligo International Patient Organizations Committee, said, *"This initiative is to my knowledge a first. It is no longer a matter of patients adapting to products released for sale; instead, it is the products that are adapting to patients. It's a great innovation."* ●●●



**23**  
real-life studies  
underway.

**5**

new real-life  
studies  
launched  
on average  
each year.



Over  
**70**  
patient  
associations  
supported  
by the Group.



“AT PIERRE FABRE, WE  
WORK WITH PATIENTS,  
FOR PATIENTS, TO IMPROVE  
THEIR DAILY LIVES AND HELP  
THEM LIVE BETTER WITH  
THEIR DISEASES.”

Catherine Baissac,  
Patient Centricity Manager,  
Dermo-Cosmetics & Personal Care

CLOSE-UP  
In November 2022, Pierre Fabre and the  
start-up Kap Code presented the results of  
a study on the difficulties expressed on social  
networks by patients with five visible skin  
diseases. This study was conducted using  
data collected over three years.



Generating data  
To understand and share the experience of patients,  
Pierre Fabre is also working on the collection and  
generation of data.

For example, a Visible Diseases of the Skin study was  
launched in 2021 in collaboration with five associations  
to explore the consequences of skin diseases causing  
damage to the face and hands, i.e. socially visible  
areas. Some 13,138 people in six countries responded  
to the study, contributing to a better understanding  
of problems faced by patients.

Another example came in 2022, when Pierre Fabre  
set itself the mission of establishing one of the largest  
dermatological databases by 2026, including all skin  
types and all skin diseases, with inclusion of data from  
over 50,000 people and from 20 countries. It is called  
the ALL program (all skins, all dermatoses, all colors).  
Data collected will be made available to associations  
to help them communicate on the impacts of these  
diseases.

Monitoring digital trends and “social listening” are also  
important sources of insight, to shed light on specific  
themes and give all of our business lines a better  
understanding of the behaviors and expectations of  
patients and consumers. Clara Thibault, Chief Data  
Officer, explains: “In 2022, we studied Generation Z’s  
perception of telemedicine and pharmacies. To do  
so, we listened to conversations about these topics  
on social networks, in particular on TikTok.”

Conducting real-life studies  
Real-life studies also help create a better under-  
standing of patients’ needs and preferences, disease  
burden and relationships to treatments. They enable  
us to collect data on patient management in routine  
clinical practice.

Abir Tadmouri, Director of Real-Life Studies, says: “The  
data from these studies helps us identify the difficul-  
ties that patients and their families face. Solutions can  
then be implemented with health care professionals  
and patient associations to improve treatment.”

Pierre Fabre Laboratories is currently conducting more  
than 20 real-life studies in different therapeutic areas,  
particularly on eczema and on the rare genetic disease  
XLHED (ectodermal dysplasia), with the creation of a  
metadatabase built from real-life data.

Pierre Fabre  
and you, shared  
stories:

# Advancing

# SUPPORT FOR CANCER PATIENTS

Marie-Ange  
Léophonte,  
MANAGING DIRECTOR  
OF LIGUE CONTRE LE CANCER  
HAUTE- GARONNE

“Maison des Patients is a unique place in France, created  
thanks to the support of Pierre Fabre. It’s a project I’ve been  
working on for a long time and which is linked to my personal  
journey. My son-in-law, who has leukemia, had to leave  
Toulouse to receive an allograft. So we had to manage our  
everyday life here and find a place to live there. This is why the  
Maison des Patients offers both temporary accommodation  
for cancer patients and their family as well as free supportive  
care, including psychological support, beauty care, physical  
activities and even gardening. It’s a living environment, a place  
for sharing experiences and discussion, it helps to break  
social isolation and improves the well-being of patients.”



## T

## 36 — Advancing to take care of you

How can we stay at the cutting edge of scientific innovation in medical matters? This is a question many health care professionals ask as the pace of innovation accelerates. To help them, the Pierre Fabre Group takes part in numerous professional conferences organized to present solutions and share knowledge. In 2022, the Group participated actively in almost 60 congresses around the world, enabling it to reach over 370,000 health care professionals working in different specialties. For example, Pierre Fabre attended the congress of the European Society of Medical Oncology (ESMO) in Paris in September 2022 and the congress of the European Association of Urology (EAU) in Amsterdam in July 2022, to meet doctors and present its solutions and tools for the treatment of patients with melanoma, colorectal cancer and benign prostatic hyperplasia. And our dermo-cosmetics teams were not to be outdone. They attended the European dermatology congress (EADV) in Milan in September 2022. A symposium was also organized by the Eau Thermale Avène brand on solar radiation and its harmful effects on the skin, while the Ducray brand focused on the topic of hair grafts.

## Helping with diagnosis

To facilitate diagnosis of skin diseases, and via its Dermaweb platform, which was revamped in 2022, the Pierre Fabre Group has launched a tele-expertise service for general practitioners. This service, called Skindiag, allows them to submit photographs of pathological skin to dermatologists to receive their opinion within 48 hours. *"This tool is free for general practitioners and a good example of our approach to supporting health care professionals. We are attentive to their needs and try to develop concrete solutions to meet them,"* says Véronique Fabre, Global Digital Manager in the Medical and Consumer Patient Relations Department. ●●●





"COLLABORATION WITH HEALTH CARE PROFESSIONALS IS IN OUR DNA."

Véronique Fabre, Scientific Digital Manager, Medical Affairs and Patient & Consumer Relations

01.



112

scientific publications in 2022 for the Medical Care activity.

CLOSE-UP

Eau Thermale Avène has partnered with Dr. Giuseppe Argenziano of the University of Campania in Naples on the development of YOU dermoscopy, an app designed to help dermatologists identify dermatological lesions (including in multiple forms of melanoma). Dermatologists can also use it to practice and to share specific cases with a large community of experts. The app is available in 11 languages and has over 28,000 users in 150 countries.

Facilitating patient cares

With this in mind, the Group is also developing tools in oncology. Patients treated for cancer face specific problems. To help pharmacists and their teams provide appropriate care, Pierre Fabre has developed a site called Oncoguide.com. Launched in France in 2021, it was extended to the Maghreb countries in 2022.

It helps them prepare and hold pharmaceutical discussions in the field of oncology. It is an effective toolbox, providing information on the pathology, on good treatment adherence, on supportive care to help reduce pain and discomfort caused by the adverse effects of chemotherapy and radiation therapy, and finally on patient psychology.

Pharmacy teams can use Oncoguide.com to better understand what patients and their caregivers experience and provide comprehensive support (emotional management, advice on nutrition and physical activity, return to work, etc.). Oncoguide.com is currently available in four languages.

Other tools are also available to health care professionals, such as the Tabagora platform to support smoking cessation and therapeutic education modules on atopic eczema.

Preparing for tomorrow

The Group is committed to supporting health care professionals beyond the scope of treatment, so has also developed a Pharmacie Engagée Green project with the agency Primum Non Nocere® to promote "green pharmacies". This support solution enables the pharmacists involved to assess and professionalize their CSR approach, and to obtain the THQSE (very high-quality health, social and environmental) certification. To date, 22 pharmacies have obtained the label and are approached regularly by colleagues wishing to follow their lead.

The Retail Academy initiative also offers a series of training courses to increase pharmacists' team management, business performance and CSR skills. Some 100 pharmacists attended the nine sessions organized in 2022.

Through these numerous programs, Pierre Fabre Laboratories strives to remain true to its founder's wish: to be the leading and best partner of health care professionals. ●

01.

The relationship of trust between Pierre Fabre and health care professionals has been built by listening to their needs and patients' needs.

Pierre Fabre and you, shared stories:

Advancing

WITH OUR STAKEHOLDERS TOWARD MORE SUSTAINABLE PRACTICES

Olivier Bascoulès, PHARMACIST, LEZAT-SUR-LEZE, ARIÈGE

"I strongly believe in the importance of pharmacists adopting eco-responsible practices, such as eliminating single-use bags and encouraging the sale of bulk. Thanks to the support I received from Pierre Fabre Laboratories and the Primum non nocere® agency, I was able to take the leap. After a six-month certification course, my pharmacy received "gold" THQSE® certification. It has been both a demanding and exciting process for the entire pharmacy team. It provides a framework for more responsible and sustainable practices, and also meets a growing demand from patients, especially the younger generations. I joined the PHORSE alliance of pharmacies committed to CSR to encourage my colleagues to also become involved. I am convinced that together we can meet the challenges of sustainable development!"



# PREVENTION: A KEY FACTOR FOR SUCCESS

**"FOR PINK OCTOBER, 11 EMPLOYEES FROM AROUND THE WORLD WHO HAD EXPERIENCED THE DISEASE GOT INVOLVED TO REMIND THEIR COLLEAGUES OF THE IMPORTANCE OF EARLY DIAGNOSIS."**

Soraia de Matos, Patient Centricity Project Manager Medical affairs and Patient Consumer Relation

\*7.9% in France according to DREES (Research, Studies, Assessment and Statistics Department), 6% in OECD countries.

# G

iven the stark reality of an aging population in all Western countries, in addition to Japan and now in China, and as health care spending explodes\*, prevention has become fundamental. It helps limit or delay the onset of diseases, to ensure early and therefore less costly treatments, and to improve the quality of life of patients and their caregivers.

Pierre Fabre has always favored a global approach to care, based on the complementary nature of its activities – pharmaceuticals, family health care and dermo-cosmetics – which give it a holistic view of health. Its diversified and complementary product ranges place the company in a unique position in the industry to offer therapeutic treatments and patient support as well as prevention solutions: products (sun care, smoking cessation), tools, services and information.

## Raising public awareness

Throughout the year, Pierre Fabre is actively involved in the major campaigns organized to raise awareness of cancer and the importance of screening among both the general public and employees: Blue March for colorectal cancer, awareness of melanoma in May, and Pink October for breast cancer.

Initiatives are multiplying in France and in our subsidiaries to reach as many people as possible and encourage them to be tested. Among the many examples, two mobile breast cancer screening units were deployed in Morocco as part of Pink October. This activity covered two rural regions of Morocco, in partnership with the authorities and associations. The project involved 150 volunteer doctors, who were able to examine more than 800 women. The Group also used its expertise in dermatology to carry out an active prevention campaign in 2022 on actinic keratosis, a disease that is directly linked to excessive sun exposure and which mainly affects bald men who expose their head to the sun without protection.

In addition to these campaigns, the Group takes action in favor of prevention that involves all brands and the development of services and tools to promote identification of risks. The Eau Thermale Avène brand's commitment to the European Skin Cancer Foundation (ESCF), which works on educating people about skin cancers, is just one example.



# 15

subsidiaries and

# 20

sites in France participated in the Pink October campaign.



# 2,200

users of the Tabagora platform.



Since 2010, the ESCF has been rolling out SunPass certification for institutions caring for young children, attesting to the implementation of sun protection measures.

## Helping health care professionals strengthen prevention

Health care professionals are also key players in prevention because they are in direct contact with patients. The Pierre Fabre Group works closely with them to involve and train them.

This is how Tabagora was created, a free smoking cessation training platform for health care professionals (doctors, pharmacists, tobacco treatment specialists, etc.). It includes online training modules, summaries of current events and patient cases developed with tobacco experts.

Tabagora helps to care both for the general population and for specific populations, such as pregnant women. A follow-up kit is also offered to health care professionals to support their discussions with patients.

Furthermore, targeted actions have been developed for pharmacists, who play an advisory and local role. To mark Pink October, pharmacists in France were offered training to help them raise awareness among women about breast cancer and self-examination.

## Mobilizing and involving employees

The Group's employees are fully involved in prevention initiatives, acting as ambassadors and helping to amplify them.

Soraia de Matos, Patient Centricity Project Manager, explains: *"For Pink October in 2022, 11 employees agreed to share their experience as a patient or loved one of a patient suffering from breast cancer."* Their stories about the importance of early diagnosis and what helped them cope with the disease were shared on social networks and reached 5.5 million people. ●

## CLOSE-UP

In May 2022, the Group presented the results of the SAFE (Sunscreen Assessment Family Experience) study on the habits and conditions of sun exposure and protection among adults and children in seven Northern and Southern Hemisphere countries. It reveals that sun protection recommendations are insufficiently followed. The Group is therefore reminding people of best practices and working to disseminate the information.



Pierre Fabre Laboratories has always been at the cutting edge when it comes to corporate social and societal responsibility (CSR). We draw inspiration from our founder’s humanist values, his love for biodiversity and his visceral attachment to his native region and its inhabitants. We are committed to carrying on his legacy, which, ten years after his passing, has never been so relevant. Aligning our convictions with the reality of global economic competition is a daily challenge, yet our 9,600 employees make it their priority.

# Advancing



**Pierre Fabre and you,  
shared stories:**

From operations to HR, all Pierre Fabre Laboratories employees are committed to serving the common good.



Read the digital version of the annual report at [pierre-fabre.com](https://pierre-fabre.com)

OUR ACTIVITY  
IN FIGURES

**2,000**

metric tons of plants extracted each year in Gaillac.

**100**

natural active ingredients routinely manufactured.

# FOR THE COMMON GOOD



# Green Mission: innovating sustainably

The Green Mission Pierre Fabre Department steers the Group’s naturalness and CSR / sustainable development approach. Created in 2019 to accelerate our ecological transition, it is now creating a virtuous dynamic at all levels of the company.

The Group pursues an ambitious climate strategy. What were our main achievements in 2022?

**Florence Guillaume —**  
We reduced our carbon footprint by 11% between 2017 and 2021 across all scopes, and are on track to meet our target of -33% by 2030. Many concurrent projects have made significant progress thanks to the involvement of all our business lines (energy, water, waste, eco-social product design, innovation in the circular economy, etc.). We have obtained AFNOR certification for our corporate social responsibility at the “exemplary” level,

Over **63%** of sales are generated by socially sustainable, eco-designed products (excl. MA and accessories).



in further recognition of our efforts. We are the first major industrial group to obtain this rigorous certification. Finally, over 1,500 employees contributed to environmental and social actions in 2022 as part of our Green Mission Days, a testament to our strong collective commitment!

**With contributions from Florence Guillaume, Green Mission Pierre Fabre Vice President, Séverine Rouillet-Furnemont, CSR Director and Laëtitia Favier, Project Manager at Green Mission Pierre Fabre.**

01.

**01.** The Pierre Fabre botanical garden is helping to preserve almost 1,200 endangered species.

**02.** An experimenting garden is dedicated to research: in vitro culture tests, culture tests on exotic species, etc.



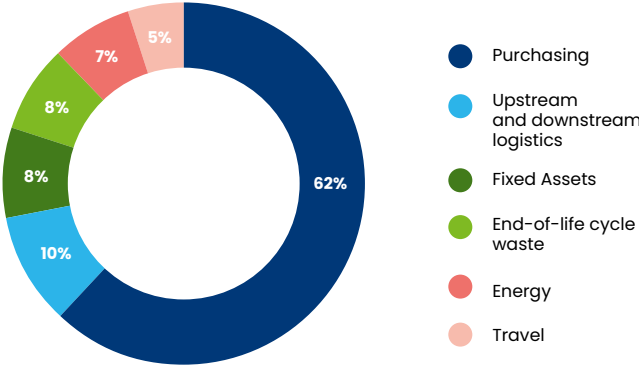
02.

## How does the Group measure its carbon footprint?

**Laëtitia Favier —** We have two main objectives: to monitor the evolution of our emissions in relation to our reduction commitment, and to identify our main sources of emissions. To this end, we determined our Group carbon footprint in 2022 for the years 2019 and 2021 with our partner Carbon 4 and the Sweep tool, which allows semi-automated data collection and processing. This same exercise was also carried out for the first time in 20 of our subsidiaries.

Our total emissions are thus estimated at 390 kt of CO<sub>2</sub>e for 2021 across our entire value chain. Purchasing is the main source of emissions, accounting for over two-thirds of the total, with logistics, energy and travel accounting for the remaining share. In liaison with the finance department, we are currently testing an internal carbon pricing approach to incorporate it into our investment project selection process from 2023 onwards. ●●●

DETAILS OF CO<sub>2</sub> EMISSIONS BY CATEGORY



**03.** The green spaces of the Botanical Conservatory are planted and designed to respect and consolidate the LPO-certified bird sanctuaries at the site.

CO<sub>2</sub>  
33%

reduction in  
CO<sub>2</sub> emissions  
expected  
between 2017  
and 2030 in  
our global  
trajectory.



3,800

products rated  
with the Green  
Impact Index,  
82% of which are  
rated A or B.

04.

Over 60% of the  
Group's sales  
are generated by  
active ingredients  
from nature.



"TO DATE, WE ARE  
THE ONLY INDUSTRIAL  
GROUP TO HAVE  
OBTAINED THE AFNOR  
CERTIFICATION FOR  
CORPORATE SOCIAL  
RESPONSIBILITY AT  
THE 'EXEMPLARY'  
LEVEL".

Florence Guillaume,  
Green Mission Pierre Fabre  
Vice President



The Pierre Fabre Laboratories  
launched its Green Impact  
Index methodology in 2021  
with the aim of opening it up  
to other companies. Where  
do you stand?

Séverine Roulet-Furnemont —

We are currently finalizing the  
AFNOR specification, which will  
describe the methodology for rating  
the environmental and societal  
impacts of health and well-being  
products in order to ensure greater  
transparency for consumers.  
Designed initially as an internal tool,  
the Green Impact Index incorpo-  
rates 20 criteria (14 environmental  
and 6 societal) to analyze both

product formula and packaging.  
No project is accepted by Pierre  
Fabre unless it is eco-socially  
designed (A or B). The consortium  
now counts 25 players in the cos-  
metics industry, and is in the process  
of redefining the criteria for the new  
common methodology for 2023. ●

# Towards greener operations

2

2022 marked an acceleration in  
the actions carried out by our  
Operations teams to reduce the  
environmental impacts of our  
activities, in line with the Group's  
climate strategy. These included  
measuring emissions, imple-  
menting short-term improve-  
ment actions, and launching  
projects to shape the future.

## Improving the energy efficiency of facilities

Several key actions undertaken  
in 2022 have reduced the energy  
consumption of facilities: pipe lagging  
and insulation, optimized settings  
for air treatment units, voltage regu-  
lators, replacing lighting, etc.

In addition, a €10 million investment  
is currently underway to modify the  
heating circuits and gas treatment  
at our Gaillac site, which specializes  
in the production of pharmaceutical  
active ingredients. Starting in 2025,  
the site's direct CO<sub>2</sub> emissions will  
be reduced by 10% compared to 2021.

Finally, the share of renewable  
energies in the Operations mix  
is increasing. In 2022, 50% of gas



01.  
Actions have been  
implemented to  
reduce energy  
consumption in  
our manufacturing  
plants.

02.  
The share of  
renewable  
energies in the  
energy mix  
is growing.



11%  
reduction in  
energy con-  
sumption in 2022  
compared to  
2015.

15%  
reduction in  
water consump-  
tion in 2022  
compared to  
2018.

consumption at the Soual site was  
replaced by biogas, and the instal-  
lation of photovoltaic panels was  
approved for production (Soual,  
Gaillac) and distribution (Ussel) sites.

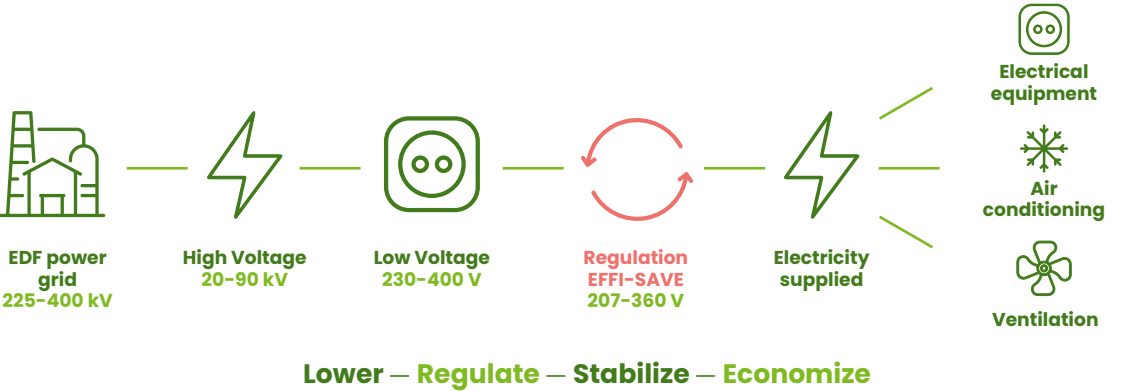
## Using less water

In addition to immediate actions  
taken to reduce water consumption  
(reduction or elimination of watering,  
improvement of cleaning processes,  
etc.), the teams have launched a  
series of transformative projects. ●●●

10%  
reduction in  
waste produc-  
tion in 2022  
compared to  
2018.



HOW DOES A VOLTAGE REGULATOR WORK?



**"2022 WAS A PIVOTAL YEAR THAT HELPED US VALIDATE OUR STRATEGIC CHOICES AND SET OURSELVES IN MOTION FOR MORE SUSTAINABLE OPERATIONS."**

Arnaud Oblinger, Operations Health, Safety & Environment Director

●●● These include a project for a "closed loop" facility at the Soual site and a new water purification plant, known as an "osmosis unit," at the Gaillac site. The aim is to reduce consumption by 100,000 m<sup>3</sup> per year by 2026, with the first measurable effects anticipated from 2023.

**Reducing waste**

To promote a circular economy, the Operations teams are multiplying initiatives to reduce the waste generated by product manufacture: reuse of plant waste in a biomass boiler, wooden pallets used as raw materials for finished products, and recovery of co-products.



03.

**Reducing our indirect CO<sub>2</sub> emissions**

As the main contributors to our company's carbon footprint, raw materials, packaging and transport are subject to a policy of constant measurement and reduction by the industrial and logistics purchasing departments. New measurement tools have been put in place to guide the actions launched, which have confirmed the importance of switching to biofuel for the shuttle trucks connecting our sites from 2023 onwards. These actions come as part of our Ecovadis and Fret 21-accredited initiatives. ●

**CLOSE-UP**

A voltage regulator has been successfully tested at the Soual plant. It will soon equip all the Group's sites. It is designed to lower the electrical voltage delivered to machines. It is an innovation that generates 7 to 8% energy savings at constant production volumes.

03.  
A "waterless" manufacturing plant project was initiated in Soual.

Pierre Fabre  
and you, shared  
stories:

# Advancing

## TOWARDS GREENER OPERATIONS

Pierre Frantz,  
INFRASTRUCTURE  
AND ENERGY PROJECT  
LEADER, OPERATIONS  
BU ENGINEERING

"It is my job to put the Group's environmental commitments into action at our production and logistics sites. In 2022, we established a roadmap with short-, medium- and long-term projects focused on decarbonization, energy efficiency and increasing the share of renewable energy in our energy mix. We have already completed some projects, such as adapting the flow rate of our air-handling units to make them more energy-efficient. Others will take longer to complete, such as turning our Soual site into a dry facility by 2026. I'm happy to be contributing my engineering expertise to the collective effort to fight climate change."



# Towards greater solidarity

P

**Pierre Fabre Laboratories' employees engage daily in solidarity initiatives in favor of a fairer and more inclusive society to help the company achieve its Purpose.**

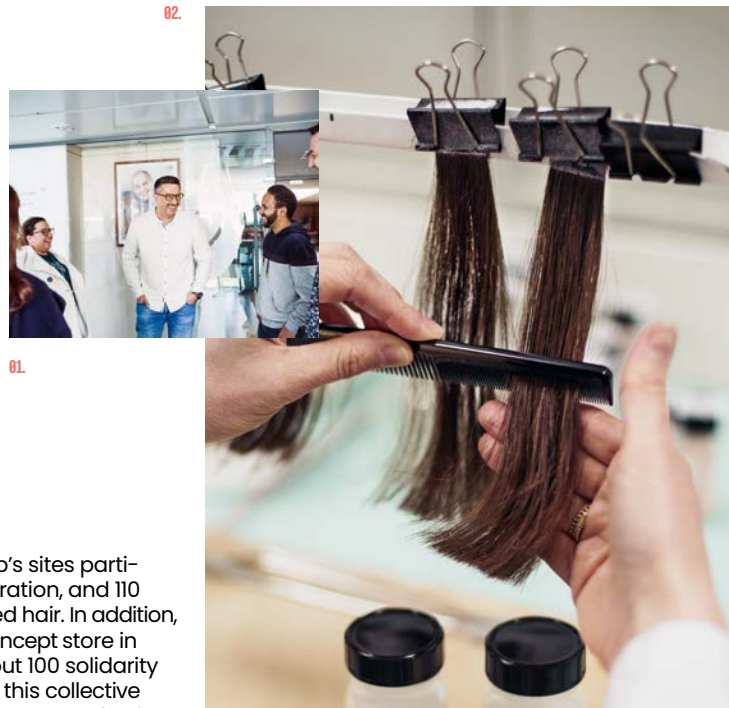
## Supporting Ukrainian refugees

Following the invasion of Ukraine, 22 teams from the Group prepared 11,000 hygiene kits and sent them to refugees in Poland and Slovakia with the help of our local subsidiaries. In total, more than 7 metric tons of hygiene and care products were delivered in 2022 to associations operating in the field. In addition, around twenty employees in France were given a day off work to aid associations helping Ukrainian refugees.

## Donate hair

As part of the 2022 Pink October campaign and in partnership with the association Fake Hair Don't Care, the René Furterer hair spa organized a collection of locks of hair for use in the manufacture of wigs.

01. Pierre Fabre employees undertake actions of solidarity all year round.



Seven of the Group's sites participated in the operation, and 110 employees donated hair. In addition, our Lab for Care concept store in Toulouse carried out 100 solidarity haircuts. Thanks to this collective effort, more than 21 meters of hair were collected.

## Welcoming people with disabilities

The Pierre Fabre Group takes regular action to promote issues dealing with employment and disability among its employees. On the occasion of the European Week for Employment of People with Disabilities, around thirty employees volunteered to pair up with young people with disabilities to help them learn more about their profession. In 2022, all employees in France were also made aware of the link between employment and disability through training workshops and targeted information campaigns. ●

## CLOSE-UP: "SHARING FOR CARING"

**The "Sharing for Caring" challenge rewards actions taken to promote diversity and inclusion within our subsidiaries. In 2022, Mexico stood out with two singular actions, one involved workshops organized to combat male chauvinism, and the other the creation of a women's leadership program.**

02. During Pink October, 110 female employees donated hair.

# Promoting employee development

P

**Pierre Fabre Laboratories strives to offer a working environment that fosters success, professional development and personal fulfillment. An annual engagement survey measures employee satisfaction and support for the company's strategy, to identify areas where we can improve our operations and performance. According to Forbes magazine and its benchmark annual ranking, our company is one of the world's best employers: in 2022, Pierre Fabre ranked 3<sup>rd</sup> among cosmetics companies and 6<sup>th</sup> among pharmaceutical laboratories.**

## Standing alongside employees

The Group is committed to supporting its employees on a daily basis, in terms of both their professional development and well-being at work. Employees based in France have access to an in-house Occupational Health and Social Affairs Department which provides local advice.

In addition to individual support, information and awareness-raising sessions are regularly organized on

01. Group employees benefit from training and development opportunities.

subjects as varied as housing, disability, the role of carers and overall health. In 2022, for example, more than 200 employees took part in a webinar on carers, while an online game on disability awareness was played over 1,000 times.

In its subsidiaries, the Group has set up an Employee Assistance Program to help employees. It allows employees and their families to benefit from a listening service and personalized advice provided by psychologists, legal experts, social workers and management coaches. Emilie Comminges, Manager of Employee Engagement for Pierre Fabre Australia, explains: "Managers and HR teams in subsidiaries are not always equipped to effectively support employees facing personal difficulties. Thanks to the Employee Assistance Program, they can benefit from help when they are going through a difficult time." Nearly 70% of international employees are already covered by this program.

Historically, the Group has been very committed to encouraging its employees to take part in sports activities. Physical activities are proposed regularly at our sites and more than 1,600 employees in



France were registered for a sports activity in 2022 through the Pierre Fabre Sports Association. A new "in-company sport and health" scheme was also set up in 2022 to help employees over 40 years of age resume physical activity. ●●●



**49%**  
of jobs offers in France filled internally between 2019 and 2022.



Pierre Fabre  
and you, shared  
stories:

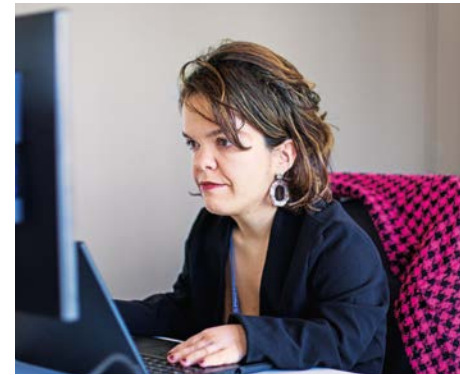
# Advancing

## EMPLOYEE CAREER DEVELOPMENT

Lilan Qiu,  
DIGITAL PROJECT MANAGER,  
COMMUNICATIONS  
DEPARTMENT

**"The Mission Opportunity program has allowed me to develop my skills and change jobs. After three years as a Personal Assistant in the Medical Affairs Department, I felt ready to take on new challenges. I completed a remote training course in digital technologies on my own time. After receiving my diploma, I applied for a Digital Project Manager assignment. My position was confirmed after a trial period of one year. I'm now in charge of the Group's website and the 22 subsites of its subsidiaries! I'm happy to be in a very fulfilling job that I enjoy. The Mission Opportunity program is a unique chance to learn, test a new profession and prove your skills."**

02.



02.

The working environment fosters success, professional development and personal fulfillment for everyone.

91%

participation  
in the internal  
engagement  
survey in 2022.

### Developing talent

The Group strives to offer numerous training opportunities, both remotely and face-to-face, to support the development of our employees and encourage skills development. For example, and in line with our objective of accelerating data analysis, over 6,500 hours of training have been given in this area since 2021. In total, we provided almost 250,000 hours of training in 2022 to reinforce technical and interpersonal skills.

For the first time in 2022, a Skill Week brought together employees in France and the subsidiaries for 190 workshops and webinars focusing on the key skills of our various professions: marketing, R&D, sales, etc. This event was well received by teams, with more than 5,500 participants worldwide. This event has been added to the year-long range of face-to-face and virtual courses. We offer several hundred

### CLOSE-UP

During the Occupational Health and Safety Week, employees from all over the world are invited to ask questions about their practices and to develop healthier and safer behaviors. It is an event conducive to discussion, with workshops covering a wide variety of topics: advice on ergonomics, the "myth" of multi-tasking, first-aid training, etc.



2,830

participants  
attracted by these  
"Occupational  
Health and Safety"  
workshops in 2022.

training modules and one-hour Learning Moments open to all and delivered by internal or external experts. We have also introduced a new monthly event – the "1 month, 1 skill" initiative – which offers employees opportunities to meet inspiring speakers to develop, among other things, their interpersonal and communication skills.

And we have a Mission Opportunity program aimed at promoting career development and offering the possibility to learn more about another profession for up to one year, to ultimately acquire new skills and, in many cases, take on new responsibilities. Some 300 missions were carried out between 2019 and 2022. ●

**"WE AIM TO HELP  
OUR EMPLOYEES  
DEVELOP AND REALIZE  
THEIR POTENTIAL,  
BY OFFERING THEM  
CLOSE SUPPORT  
AND A WORKING  
ENVIRONMENT  
CONDUCTIVE TO  
CULTIVATING THEIR  
TALENTS."**

Maud Vimeux, Executive Vice-  
President, Human Resources



# Acting for biodiversity

**P**ierre Fabre Laboratories was born using plants, and nature remains a major source of daily inspiration, which is why our desire to protect biodiversity goes without saying.

**A strong commitment**  
In 2020, the Group joined the “Companies committed to nature” program led by the French Biodiversity Agency (OFB), which encourages companies to take action in favor of biodiversity.

A 2022 follow-up report on the Group’s commitments concluded that its initial targets had been met, through a number of initiatives including the design of new plant-based active ingredients as part of a circular economy approach and the integration of new fair-trade supply chains for sourcing raw materials.

Pierre Fabre has had its own botanical conservatory for over 20 years, a place for protecting biodiversity, researching and experimenting with medicinal plants, and raising public awareness about their protection. Best practices for managing green spaces are deployed at all our sites (reduced watering, flowering fallows, protection of wetlands, etc.) and biodiversity inventories have

been carried out (at 15 sites to date). Agroecology is a farming practice that helps combat global warming. It is used wherever possible on the 181 hectares farmed organically in the Tarn by Pierre Fabre.

**Active brands**  
Our brands are fully involved in the Group’s efforts to protect biodiversity. For example, A-Derma supports the Organic Fair Trade Association in southwest France. This association promotes local organic production and organizes the collection and payment of development subsidies among farmers.

A-Derma is also a partner of the “Climat Local” agroforestry project, planting hedgerows to store carbon. This approach neutralizes greenhouse gas emissions, protects biodiversity, combats soil erosion and helps to preserve water quality and adjacent crops.

The René Furterer brand has been committed for over 10 years to sourcing fair trade natural ingredients. A new Ecocert Fair for Life supply chain was also launched in 2022 for the lavender used in the Naturia range. This lavender is produced in Grasse as part of a short supply chain, and its purchase price is guaranteed over several years to promote sustainable local development.

**97%**  
of the plants used by the Group have no impact on resource sustainability.



01.



02.



Over **1,500** employees contributed to social or environmental action in 2022.



**100%** of new plant extracts have been developed from plants that are grown organically or without phyto-sanitary treatment since 2019.



03.

**Collective efforts**  
Pierre Fabre encourages its employees to take concrete action to promote biodiversity. The Green Mission Days offer everyone the opportunity to take part in social and environmental initiatives in partnership with associations, by planting fruit trees or producing hygiene kits for the most vulnerable, for example. Many educational programs are provided for employees to help them develop their skills to address climate and biodiversity issues. ●



**337,000** trees have been planted by Pierre Fabre around the world over the past 10 years to offset carbon emissions and preserve biodiversity.

## CLOSE-UP: KLORANE BOTANICAL FOUNDATION

Since 1994, Klorane Botanical Foundation (corporate foundation) has been working to protect and promote plant heritage through 43 preservation projects. Its actions include: preservation of species endemic to Easter Island, decontamination of a Polynesian lagoon using a local plant, taro, and raising children’s awareness of biodiversity preservation in schools (more than 720,000 children reached in total).

01. The Green Mission teams strive to protect biodiversity every single day.

02. Pierre Fabre is committed to preserving endemic species.

03. The botanical conservatory is a place for protecting biodiversity, conducting research and experimenting with medicinal plants, while raising public awareness.



REVIEW OF CSR INDICATORS\*

	2020	2021	2022	Unit	Scope
GOVERNANCE AND ETHICS RISKS					
Capital held by employees	8,25	8,6	9,15	%	Group
Shareholders / Number of eligible employees	86,1	85,3	84,6	%	
Number of shareholders (employees and former employees)	8381	8052	8262	Number	
Foundation budgets	ND	13,2	12,9	Millions of euros	
Share of alerts processed / Number of alerts received	100	100	100	%	Group
Number of alerts received	12	10	15	Number	
Number of alerts received concerning lack of respect for human rights	0	3	8	Number	
Number of alerts received concerning lack of compliance with regulations GDPR	0	0	0	Number	
% Net sales from purchases from ECOVADIS assessed suppliers (direct and indirect purchases combined)	35,1	44	54,1	%	Group
Number of suppliers rated in ECOVADIS	219	327	423	Number	
ENVIRONMENTAL RISKS					
Direct and indirect emissions from consumption of energy (scopes 1 & 2)	17,2	17,7	16,1	MtCO <sub>2</sub> e/€m	French sites, international industrial sites
Ratio (CO <sub>2</sub> emissions related to energy consumption) /Net sales	7,6	7,2	6,2	Teq CO <sub>2</sub> / M€	
Share of reduction in CO <sub>2</sub> emissions related to energy consumption compared to 2015	-15,1	-12,7	-21,1	%	
% of recycled materials in products	ND	10,5	16,3	%	Packaging of dermo-cosmetics products
% of recycled materials in products	ND	86	87,5	%	
ENERGY Total energy consumption	171	172	160	GWh(ef)	French sites, international industrial sites
Ratio (Total energy consumption / Net sales)	75,7	70,4	61,3	MWh(ef)/€m	
Share of reduction in energy con- sumption compared to 2015	-10,7	-10,3	-17,0	%	
Share of renewables in the energy mix (excluding guarantee of origin contracts)	5,3	5,4	4,7	%	
WATER Total water withdrawal	598	601	577	m <sup>3</sup> , in thousands	French sites, international industrial sites
Ratio (Total water withdrawal) / Net sales	264	245	220	m <sup>3</sup> /€m	
Share of reduction in water consumption compared to 2018	-13,7	-13,2	-17,4	%	

\*from the Extra-Financial Performance Declaration of Pierre Fabre SA.

	2020	2021	2022	Unit	Scope
SOCIETAL RISKS					
Share of production and distribution sites certified according to ISO 9001, ISO 13485, GMP, GDP or regulatory approval COSMOS	100	100	94	%	Group
Number of regulatory inspections and certifications	17	41	45	Number	
Complaint rate for pharmaceutical products distributed	7,0	6,4	5,2	ppm	
Number of product recalls	2	3	5	Number	
Medical Care service level (TIFI)	ND	86,1	80,8	%	Medical Care BU
Share of net sales linked to a plant-based active ingredient	38	36	35	%	Group
Share of net sales linked to nature	64	62	61	%	
Share of new active ingredients present in marketed products produced with green solvents (water, ethanol, supercritical CO <sub>2</sub> , bio-sourced solvent) or without solvents	90	95	87	%	
Share of active ingredients present in marketed products produced with green solvents (water, ethanol, supercritical CO <sub>2</sub> , bio-sourced solvent or solvent-free) / all plant-based active ingredients present in marketed products	87	87	88	%	
Number of new organic or eco-extracted plant-based active ingredients	8	4	5	Number	
% of net sales generated by eco-socio-designed products (A and B rated) according to the Green Impact Index (excluding MA and accessories)	N/A	N/A	63,6	%	Group
SOCIAL RISKS					
HEADCOUNT Total workforce	10 081	9 987	10 037	Number	Group
Share of employees in France	55,5	54,5	53,8	%	France
Share of employees abroad	44,5	45,5	46,2	%	International
- of which in Africa / Middle East	5,2	4,9	4,6	%	Africa / Middle East
- of which in the Americas	8,9	10,7	11	%	Americas
- of which in Asia/Oceania	6,1	6,1	6,5	%	Asia/Oceania
- of which in Europe (excluding France)	24,3	23,7	24,0	%	Europe (excluding France)
SHARE OF WOMEN IN SENIOR MANAGEMENT Share of women on the Supervisory Board	40	40	44,4	%	Group
Share of women on the Leadership Team	ND	34,6	34,6	%	
Gender equality index France	90	90	89	%	France

Governance

Ethics and compliance

Responsible purchasing

Climate change

Environmental impact of production

Product safety

Eco-innovation

Transparent communication

Diversity, inclusion





Pierre Fabre