We, the Living

SUSTAINABILITY REPORT 2025 EDITION



BIOCODEX

Driven by life, dedicated to life

“Our first sustainability report is part of a voluntary commitment to transparency and progress, to say what we do, what we have not yet achieved, and where we are headed.”

Biocodex
Design & production: Agence 3e étage
Photo credits: Woytek Konarzewski, Noa Prosperi
Pictograms: Noun Project (gravisio p. 18; art shop p. 28; Manda p. 28; Alzam p. 35; Dicky Prayudawanto p. 44; Yu luck p. 48; Andy Horvath p. 59)
July 2026
Sustainability report 2025 - EN - X-26-18

Table of contents

4 The company

4 Editorial
6 Caring for balance, nurturing life
8 Our business model
10 Committing to sustainable performance
12 Our double materiality matrix

14 People

16 Shaping tomorrow’s collective
18 Listening as a driver of engagement

20 Planet

22 Understanding our Impacts, reducing our carbon footprint
24 Acting on our footprints, towards more responsible partnerships
26 Caring for our roots: natural ecosystems
27 Designing differently: the ambition we are writing

30 Performance

32 Facing the world ahead: adapting and innovating for the long term
34 Anticipating our dependencies, building greater resilience
36 Strengthening our industrial resilience
38 At the heart of science, where our innovations take root

40 Purpose

42 Committing beyond care
44 Making women’s health visible
46 Understanding the microbiota is understanding life
48 Put the light on Dravet Syndrome with science and empathy
50 Addressing everyday healthcare needs
52 Contributing to the vitality of communities

54 Annexes

55 Annex 1: key indicators
56 Annex 2: glossary
57 Annex 3: toolkit
58 Annex 4: DR correspondence table and report structure

Editorial



Jean-Marie Lefèvre
Chairman

CSR at Biocodex did not arise from regulatory constraint. It grew out of conviction and clarity. The conviction that our activity, founded on life itself, bears a particular responsibility towards the ecological and social balances that make it possible. The clarity that we cannot claim to serve health while contributing, even indirectly, to degrading it.

We have developed with a "family spirit" and our DNA inherently entails a strong human consideration and vigilance regarding the social impact of our decisions.

Moreover, as you know, at Biocodex, our word is our bond, and we prefer to move forward with measured steps and tangible results rather than through "announcements for announcements' sake". This sustainability report therefore allows us to take stock of our actions, our challenges and our direction. It is also a duty of transparency towards the stakeholders who trust us and to whom we commit, on a daily basis, to work towards more sustainable health.

> *"For us, sustainability is the natural consequence of who we are: a family company that thinks in generations, not quarters."*

Caring with rigour, sharing with conviction



Nicolas Coudurier
CEO



Murielle Blanc
VP CSR

"We wish to affirm the shared direction we are setting with our stakeholders and partners."

"We celebrate our successes as much as we own our limitations and the journey that still lies ahead."

Committed to progress

What does this first sustainability report represent?

N.C.: *It is a milestone in the maturity of our approach. With the introduction of CSR at the Excom level as early as 2021, we are moving from a conviction held by a few within the Group to a collective, corporate dynamic that is increasingly embedded in our processes, our decisions, and our way of assessing our performance.*

M.B.: *It is also an opportunity to reveal the collective effort that underpins our CSR approach and drives it from strategic vision to operational reality. Whether it is adopting new practices, collecting data, engaging our stakeholders… our entire ecosystem is at work.*

The One Health concept is central to your approach. What does it mean?

N.C.: *This concept, championed by the WHO, teaches that human, animal and environmental health are interconnected. Touching one impacts the others. One Health requires us to evolve our value creation and, more than ever, to think long-term, anticipate our dependencies and engage in strategic pivots. It is an enormous challenge, aimed at making the company more sustainable, and therefore more resilient and robust.*

M.B.: *It is the idea that we refuse to separate what cannot be separated. Human health depends on the health of ecosystems. In other words, our activity directly depends on nature's resources. This is self-evident, but one must still grasp its full measure and make very concrete choices. Being sustainable also means preserving the business.*

What are the CSR priorities for the coming years?

N.C.: *Progressing in our decarbonisation and eco-design programmes – two essential themes for the years ahead, with cross-cutting implications.*

M.B.: *I would add collective skills development. CSR cannot be carried by a single department. It must infuse every function. We are working on this, with our community of CSR referents across the world and through the progressive training of front-line teams.*

Caring for balance **nurturing life**

Biocodex is an independent French family pharmaceutical laboratory. Our health solutions are present in more than 100 countries. We harness science, education and prevention to care for the biological, ecological and societal balances essential to life and health.

A model designed to last

Since 1953, we have committed to providing everyone, at every stage of life, with innovative health solutions. Our purpose, “Empowering everyone to live fully”, places at the heart of our ambition the will to act as close as possible to healthcare needs, with science, commitment and humanity. Our model rests on three inseparable convictions: scientific excellence, industrial sovereignty and societal responsibility. They structure our strategic plan, articulated around four pillars: People, Planet, Performance, Purpose, presented in the “CSR Strategy” section.

For the 18th consecutive year, ***Saccharomyces boulardii* CNCM I-745®** is the best-selling probiotic in the world.

(source: see p.9)

Four therapeutic areas, a plural expertise

Microbiota. The founding core of our expertise, this pillar brings together a complete offering dedicated to intestinal balance. Our probiotic *Saccharomyces boulardii* CNCM I-745®, known as Ultra-Levure® in France, has been the world leader for the 18th consecutive year.

Women’s health. We support women at every stage of their lives, from puberty to menopause, in close collaboration with gynaecologists, midwives and researchers, to advance science and address everyday realities.

Rare diseases. Born in the 1980s, our programmes dedicated to rare diseases embody a simple conviction: every patient counts, regardless of how rare their condition. We generate and publish clinical data to improve therapeutic management.

Established products. Proven solutions, anchored in medical practice for decades, that continue to meet common healthcare needs with reliability and accessibility.

Acting with method to progress

We aspire to weave sustainability into every decision, every investment, every partnership. To achieve this, we deploy a four-step progress approach:

UNDERSTAND
our challenges

MEASURE
our impacts

ACT
with method

START AGAIN
with an increased level of ambition

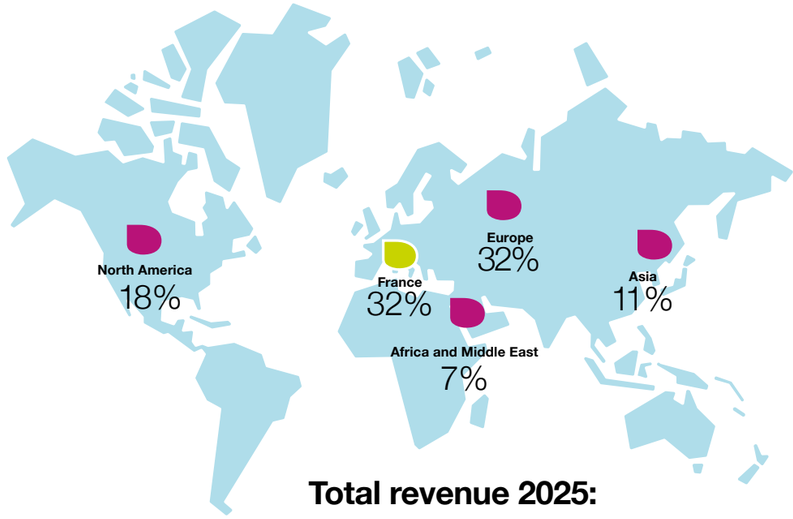
Throughout the report, you will find this dynamic highlighted by a **visual marker** to guide you on this journey with us. The ESRS* standards required by the CSRD are indicated at the bottom of the relevant pages.

We also reference the main ESRS* concerned at the bottom of each page.

*ESRS: European Sustainability Reporting Standards.

ESRS 2 SBM-1

Revenue breakdown by region in 2025



Total revenue 2025:

€677 M

of which 2/3 international

70 years of expertise, a global presence

More than 1.900 employees
and **40 nationalities**

+100 countries
of presence
17 affiliates

3 own industrial sites
Beauvais · Clermont-Ferrand · Casablanca

1 R&D site
in Compiègne

95 M
boxes shipped in 2025
to 115 countries

The values we embody

We dare to innovate

We innovate boldly and embrace experimentation as a driver of progress. Testing, learning, adapting, this is how we move forward. This mindset keeps us agile, open to opportunity, and able to generate distinctive solutions. It nurtures a pragmatic and responsible entrepreneurial spirit, in service of dynamic and evolving healthcare.

We build fair relationships

We act with loyalty, honesty, and fairness. These principles guide our internal and external interactions. They shape how we collaborate, do business, and build lasting, balanced partnerships. This commitment to relational integrity helps us create a trusted ecosystem over time.

We play as a team

Together, we are stronger. Collaboration is our strength, it helps us grow, improve, and explore new ground. We foster listening, sharing, knowledge transfer, and mutual support across teams, with our stakeholders, and across generations and cultures. We value everyone as a full member of the collective, in a climate of trust that drives engagement. This is how each employee becomes a Biocodex ambassador.

We care for our ecosystem

We care for each other and for everyone’s health. This commitment translates into continuous efforts to improve product quality, exceed compliance standards, and act responsibly. It drives us to be an ethical, sustainable, and environmentally respectful company visible in our daily practices, our ways of working, and the impact we aim to have on society.

Values are translated into expected behaviours.
We embody them and, going forward, we evaluate them.

Our business model

Table of contents

From strain to patient: a controlled value chain

We control the complex steps of our value chain: research, manufacturing, international distribution, through three production sites (Beauvais, Clermont-Ferrand, Casablanca), an R&D centre with 70 experts in Compiègne, and more than 1,900 employees across 17 affiliates. Our strategy targets four areas: microbiota, rare diseases, women's health and established products, distributed via nearly 90 partners in more than 100 countries. This integration creates value on financial, human and societal levels.

Resources

PEOPLE

- More than **1,900 employees,** of which 340 in industrial production
- Nearly **40 nationalities**
- Biocodex, a learning organisation

PLANET

- **20,900 MWh** of electricity consumed
- **12,250 MWh** (NHV) of gas consumed
- **399,017 m³** of water consumed
- **51,200 tCO2e** emitted

PERFORMANCE

Financial

- Long-term vision: **100% family ownership**
- Financial independence
- Profitable and sustainable growth strategy

Industrial

- **Leading** probiotic production site **in Europe**
- Full mastery of the production chain, from ingredient to distribution
- GMP Pharma certification
- An integrated production facility, **60%** of production **in France**
- A network of subcontractors, **95%** of which are **European**

Scientific

- R&D centre with **70 experts**
- Biocodex **Foundation** for Microbiota
- Microbiota **Institute**

PURPOSE

Ecosystem

- **25 projects** conducted with academic centres and international research organisations
- Nearly **90** distribution **partners**
- More than **2,000** (indirect) **suppliers**

Value chain

Activity

Research and Development

Raw materials

Production

Transport

End of life

Waste management

Final use

Distribution

Markets

Our stakeholders

EMPLOYEES / BOARD OF DIRECTORS / EXCOM / FOUNDATION / THE INSTITUTE / SUPPLIERS / LOCAL AND INTERNATIONAL REGULATORS / PATIENTS / PATIENT ASSOCIATIONS / DOCTORS / HOSPITALS / PHARMACISTS / CONSUMERS / BANKING PARTNERS / START-UPS / BIOTECHS / PRESS / NGOS / NATURE

Value creation

PEOPLE

- **50%** of women on the Excom and in Leadership Positions
- **+90%** of employees over 10 years
- **93%** participation rate in the 2024 engagement survey

PLANET

- **14 tCO2/M€** saved in 2025 vs 2022
- **43 MWh** reduction in energy consumption vs 2024
- **17,677 m³** of water saved vs 2024
- **32%** of the vehicle fleet is non-combustion

PERFORMANCE

Financial

- More than **€40M** invested in Biotech start-ups over 10 years, more than half over the last **2 years**
- **€677M** in revenue, 32% of which in France
- Revenue multiplied by 2.5 over 10 years
- Over **10 years**, 10 new affiliates opened
- **Saforelle® n°1** in France and Belgium in pharmacies and parapharmacies
- ***Saccharomyces boulardii* CNCM I-745®**, the world's **best-selling probiotic** by volume*, marketed as Ultra-Levure® in France

Industrial

- **83%** of finished products (excluding licensed products) are French
- **€100M** invested in Beauvais over 10 years

Scientific

- Institute and Foundation: **120 projects funded** since 2017
- More than **30 pieces of content** published each year
- **€16M** invested in R&D in 2025

PURPOSE

Ecosystem

- Nearly **620k products** donated (including 570k in France)
- **55** beneficiary **organisations**
- **45%** of employees have completed the climate e-learning module since 2023

* Based on an internal Biocodex analysis using quarterly data from the following sources: IQVIA MIDAS® (ATC: A7B, A7F, A7H, A7X) & IQVIA Consumer Health Customized Insights (OTC: 03F1/03D5/03D1/03D9) deduplicated dataset; sales data; Molecule composition: Plain; time period Jan 2026 to Dec 2026; EURO PUB, reflecting estimates of real-world activity. Copyright IQVIA. All rights reserved.

Committing to sustainable performance

We act to limit our impacts on the ecosystems that make health possible. This is the One Health principle that inspires our way of acting. We invest in particular where needs are still poorly addressed: microbiota, rare diseases, women's health, with €16M committed annually in R&D. Our Foundation, our Microbiota Institute and our community programmes embody our dimension as a corporate citizen. Our CSR strategy is aligned with our business strategy, which seeks to reconcile the 4Ps.

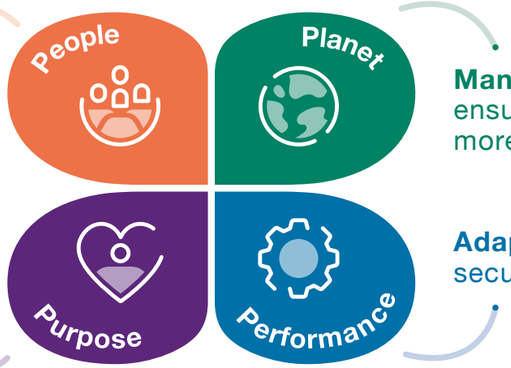
Our 2032 CSR commitments

Unleash the best of our teams, fostering their singularity

Manage our impacts, ensuring our practices more responsible

Cooperate with our communities, strenghtening their capacity to act

Adapt to challenges, securing our future



Our CSR vision

"We believe that **science, education, and prevention** – the pillars of our activity – serve to protect and strengthen the biological, ecological, and societal balances essential to life and health.

We are investing in a **sustainable development** model that combines industrial excellence and international reach to bring value to all.

Rooted in our **family DNA**, we believe in the strength of stable, independent entrepreneurship, where success stems from the collective engagement of all our people.

Our deep conviction: human, animal and environmental health are **interconnected**. This approach, championed by the WHO under the One Health principle, inspires our way of acting.

The world today faces **multiple social and environmental imbalances**: visible and invisible, local and global. These dysbioses weaken our ecosystems and therefore our activities.

Faced with these realities, and aware of our impacts and dependencies, we act to **restore** balances rather than exploit them, to **cooperate** rather than fragment, to **prevent** rather than repair. This vision must be embodied in each of our decisions.

Our action alone will not be enough. We commit for the long term, alongside our teams, our partners and our communities, and **together we strengthen our capacity to act.**

A world pioneer in health through microbiota, we contribute, at our scale, to re-establishing **sustainable balances.**

Because symbioses are created through cooperation.

Because health is interconnected.

Together, we are responsible for this transformation."

The governance of our CSR ecosystem

Our CSR approach mobilises all levels of the organisation. The governance framework rests on a clear, multi-level structure involving both the Excom and all teams. Each body plays a complementary role: defining strategy, steering and monitoring actions, operational coordination and on-the-ground roll-out. This organisation ensures consistency, commitment follow-through, and the embedding of CSR approaches in the daily practices of all teams. Finally, strengthened steering, based on performance indicators, enables precise monitoring and the progressive integration of CSR topics into Group processes.

EXCOM*
10 members
Define and amend the strategy
Twice a year

Global CSR committee
15 members
Steer and monitor actions
Once a quarter

CSR referents
40 members
Coordinate and deploy on the ground
Once a quarter

Employees
More than 1,900 members
Take part in initiatives, contribute within their scope

+ Local CSR committees
Sites and affiliates

*Executive Committee

A progress-driven approach

2021. CSR enters the Excom. Creation of the VP CSR role. First internal CSR diagnostic based on ISO 26000 (175 participants, 14 sites and affiliates).

2022. Structured Carbon Footprint Assessment across 3 scopes for all sites and affiliates.

2023. Roll-out of a centralised Group-wide CSR data collection platform.

2024. Double materiality analysis. Decarbonisation target of -30% in intensity by 2032 vs 2022, and 25 macro-projects launched.

2025. Achievement of the "Engagé RSE" label - Confirmed level.

2026. Publication of the first voluntary sustainability report.

Our double materiality matrix

The objective of the double materiality analysis is to define our material (or "significant") sustainability challenges from two complementary and insightful angles:

- **Impact materiality**, which assesses the potential or actual impacts of the company and its value chain on the environment, ecosystems and social stakeholders (employees, clients, investors, etc.).

- **Financial materiality**, which analyses how external factors (climate change, regulatory developments, stakeholder expectations…) affect the Group's financial performance, positively or negatively.

In 2024, we conducted our first double materiality analysis in order to anticipate the CSRD directive* and strengthen our strategic approach. An expert consulting firm supported this process over several months to guarantee its methodological robustness and neutrality.

In terms of sustainability, this work enriched the assessment carried out in 2022 based on ISO 26000. Accordingly, compliance with the elements published in this report will be progressively audited on a voluntary basis until 2028, the date on which the CSRD enters into force.

*CSRD - Corporate Sustainability Reporting Directive.
**AR16 of ESRS 1
***SASB, GRI, ISO 26000
****European Financial Reporting Advisory Group.

Identification of issues and assessment of impacts, risks and opportunities

Drawing on regulation** and the specificities of the pharmaceutical sector (benchmarks, thematic reference frameworks***, internal expertise), 20 potentially material issues were identified for the Group and validated by the Excom in March 2024. These were assessed by internal and external stakeholders from the perspective of both financial and impact materiality. In addition, the associated impacts, risks and opportunities (IROs) were analysed through an "expert judgement" approach based on a documentary review. The scope covers the Group's own operations across its entire value chain as described on p.9.

Impact materiality

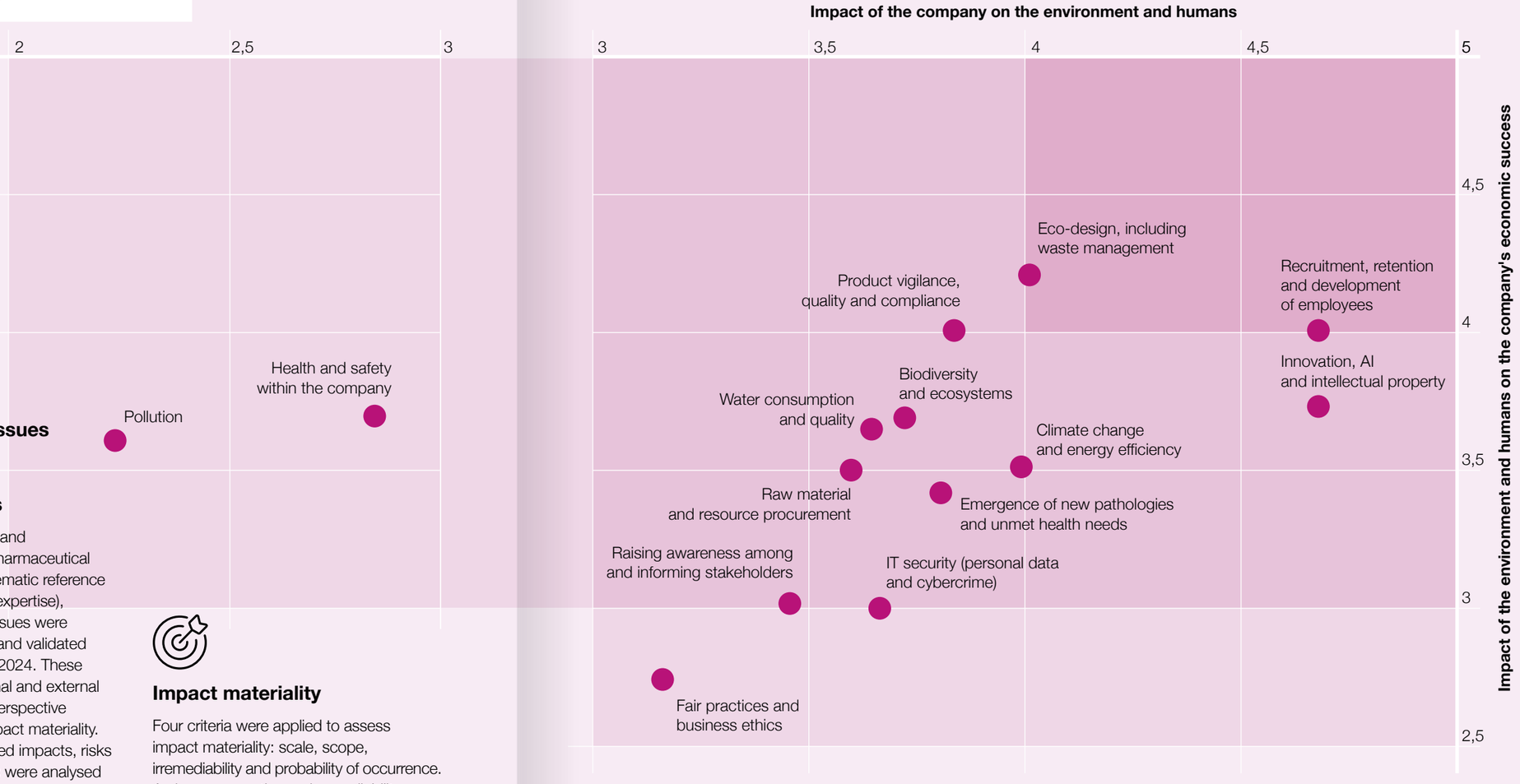
Four criteria were applied to assess impact materiality: scale, scope, irremediability and probability of occurrence. An issue presenting an irremediability score equal to or greater than 3 out of 5 is considered material, regardless of its score on the other criteria.

Stakeholder consultation

Around twenty external stakeholders (including suppliers, distributors, patient associations…) and internal stakeholders (including affiliates and internal departments) were consulted through interviews and/or questionnaires to assess the level of materiality of the 20 issues. The assessment follows the gradation proposed by EFRAG**** in its 2023 guide.

Financial materiality

Financial materiality was assessed by internal stakeholders and the Finance department. Any risk or opportunity scoring 3 or above out of 5 is considered material.



Results and action plan

An Excom workshop (April 2024) made it possible to arbitrate the perception gaps identified between the stakeholder assessment and the strategic vision of senior management.

The results identify 14 material issues out of the 20 initially identified, of which 11 are doubly material: we must therefore address 8 standards, namely 5 environmental, 2 social and 1 on governance.

These elements confirm the prioritisation of environmental topics (in particular the resilience of our raw material and resource procurement, and eco-design) as well as HR topics in Biocodex's CSR action plan since 2022. They are integrated into the strategic orientation plan updated in 2025, whose ambitions and indicators are presented in the section introductions of this report (see pages 15, 21, 31, 41). This analysis will be updated in the event of a significant change in Biocodex's scope or activities.

ESRS 2 IRO-1

People

Revealing the best in our teams, Cultivating their uniqueness

Faithful to our family DNA, we believe in the strength of a stable and independent entrepreneurship, whose success is the fruit of the collective commitment of all employees.

Our ambition by 2032:

Maintain
a minimum of 50% of women in leadership positions

100% of our employees trained
in feedback, from field teams to the factory

Achieve
an eNPS of at least 30 by 2030 in the annual engagement survey

100% of eligible employees
have a CSR objective by 2032

THROUGH THE PAGES

Mobility · Development · Feedback · CSR Training · Well-being · Inclusion · Safety

Shaping tomorrow's collective

Every employee carries a unique trajectory. Our aim is not to standardise it, but to enrich it. We create the conditions that allow our Biocodexians to grow and develop, move and transform. Mobility and development are two sides of the same commitment: building with each individual a career path that has meaning.

Trajectories that reinvent themselves

In 2025, we began deploying the Career Navigation guide to make career paths within the Group more legible, and therefore more accessible. Co-constructed with more than 200 employees worldwide, this tool maps the main roles and illustrates the possible career bridges. It offers a roadmap for envisioning internal mobility opportunities – whether vertical, international, cross-functional… Furthermore, committed to equal opportunity and access to scientific and technological fields, we offer internships, apprenticeships and PhD contracts.
The Group is notably a partner of educational institutions such as the UTC in Compiègne. Many Biocodexians are also actively involved in university training programmes to share their knowledge and experience.

Biocodex has been awarded the Happy Trainees France label for the 4th consecutive year in 2025: 96.7% recommendation rate, Top 8 nationally, 71.4% participation (42 internship and apprenticeship contracts).



"In 4 years, I went through every stage: internship, apprenticeship, fixed-term then permanent contract in 2025! I progressed from managing commercial and procurement operations at our Ferlux site to S&OP Manager at Supply Chain Directorate. Internal mobility allowed me to acquire new skills and a cross-functional view of the supply chain and product lifecycle."

Charles Chevalier, S&OP* Manager



"I joined Biocodex in 2007 as an International Product Manager, then moved into Marketing Directorate. On returning from maternity leave, I was entrusted with setting up the Portuguese affiliate, which now has 50 employees. My international adventure has now continued as Head of the American affiliate since 2024."

Marie Bonte, Head of North America Region

*Sales & Operations Planning.

"For us, knowledge is power. We are convinced that the transition to CSR action begins with a deep and genuine understanding of the issues."

Noa Prosperi, CSR Project Manager, Biocodex

Spreading CSR expertise

Since 2022, we have been rolling out a CSR awareness plan open to all employees in order to better engage them in the company's CSR culture. In 2025, 60% of employees were made aware of CSR issues and 45% of climate issues (mandatory climate e-learning for all new arrivals since 2023).

In addition, we are progressively deploying a role-specific training programme, notably on eco-design, responsible marketing and sustainable procurement. Since 2023, nearly 10% of employees have been trained on these sustainability topics, covering all functions identified as priorities due to their significant impact.

Encouraging sustainable commuting

Negotiated in 2023 with our social partners, a sustainable mobility allowance has been available to all our employees in France since 2024. It provides financial support to employees who wish to commute to the office by soft transport modes (cycling, carpooling, or electric scooters). In Morocco, a carpooling service provides collective transport for employees who wish to use it.

As an example, in Portugal, public transport is reimbursed, partially or in full depending on the case, a measure more advantageous than what local regulations require.

In addition, since 2023 we have offered all employees eco-driving training, aimed at improving safety and reducing the environmental footprint during the vehicle use phase.

200+
contributors to the Career Navigation guide



60%
of teams made aware of CSR in 2025 and **45% on climate via e-learning**

€600 to €900
sustainable mobility allowance and transport coverage in France

Listening as a driver of engagement

A learning organisation is a listening organisation. At Biocodex, a culture of dialogue is not just another programme. It is the soil in which trust, initiative and collective performance flourish.

A framework for fulfilment

Since 2022, we regularly measure the internal social climate through an engagement survey. This survey is a management tool whose results feed directly into HR priorities and affiliate action plans.

With a participation rate of 93% in 2024 (6 points higher than in 2022) and 84% of employees expressing pride in belonging to the Group, the results confirm the strength of the bond with teams.

The 2024 edition revealed positive developments: better understanding of roles, smoother working relationships, a stronger sense of purpose, and improved managerial support. An eNPS* of 32 was recorded – having doubled over 2 years and sitting above the sector benchmark.

The contributions of our Biocodexians are precious as they allow us to both identify what works and continue to progress where necessary, in constantly evolving environments, including sometimes complex contexts and realities depending on the region.

We are also attentive to Diversity, Equity and Inclusion (DE&I) and are rolling out a policy covering five themes: sexism and professional equity, disabilities, ethnic, social and cultural origins, age and generations, romantic orientations and gender identities.

It is driven by concrete awareness-raising and information actions, such as: raising awareness of stereotypes, improving the management of disability situations, generational mix and knowledge transfer.

Feedback culture

Born from the internal engagement survey, the Feedback programme is progressively embedding this practice at the heart of our routines. Since 2025, every new hire is trained in it and the skill is now a prerequisite. In 2026, the objective is to continue its rollout, notably in Romania and Vietnam – our most recent affiliates – and to ensure reminders are carried out across the entire Group.

This feedback culture is present at all levels of the organisation, as exemplified by our “LiveTalks” during which the CEO addresses all employees in French and English, with one or more guests. In 2025, 4 LiveTalks took place.

No Taboo sessions: an authentic, unfiltered dialogue that engages Excom members and teams in a relationship of transparency and trust. Open-mic sessions, to address without filter all questions from Biocodexians. In 2025, No Taboo sessions were held, for example, in Portugal, Ukraine, Poland, Romania, Turkey and Compiègne.

Straight talk

In 2025, we chose to take a pause year from the global engagement survey in order to take the time needed to act concretely on the feedback expressed in previous editions. This approach fully reflects our commitment to active listening and continuous improvement.

*eNPS: Employee Net Promoter Score.

In partnership with teale, Biocodex offers an anonymous digital mental well-being prevention solution. In 2025, 37% of employees were registered on the platform and 3,880 individual well-being activities were completed (including podcasts, webinars, meditation exercises…). Eight personalised webinars (emotional management, mental load, sleep…) complement the programme, and employees also have the option of consulting clinical psychologists free of charge.

Attentive together

Launched in 2024, the Well-Being & Care Programme is structured around three pillars: mental well-being, women’s health and quality of working life (QWL). It is praised as a strength in the engagement survey, whereas it was flagged as a point of concern in the previous year. The rollout of the mental well-being component, via a dedicated application, is progressive – with 3 pilot countries in 2024 and 8 countries covered in 2025.

Various initiatives are also on offer: free menstrual products available in all our sites and affiliates, and Maternity and First Period kits made available in France for our employees.

In addition to well-being, physical safety is a prerequisite. In Beauvais, weekly audits conducted by the EHS teams at our sites cover approximately 50 control points (evacuation, accident management, PPE…). This system is reinforced by the safety representatives network currently being deployed in 2026.

1 annual disability plan
France

+ 15 pts
of **internal satisfaction** in 2 years

3, 880
well-being activities completed via teale

97/100
gender equality index, France 2024

50%
of **women in leadership positions*** including the Excom

*Leadership positions: Excom and N-1, affiliate leadership and N-1.

Modern, welcoming workspaces conducive to creativity







Vietnam – Romania – Belgium

Planet

Controlling our impacts, Making our practices more resource-efficient

The world today faces multiple imbalances: social and environmental, visible and invisible, local and global. These dysbioses weaken our ecosystems, and therefore our activities. Faced with these realities, aware of our impacts and dependencies, we act to restore balances rather than exploit them, to cooperate rather than fragment, to prevent rather than repair.

Our ambition by 2032:

Reduce **our CO2e emissions by 30% (scopes 1, 2 and 3) vs 2022, in intensity**

Reduce **water consumption by 40% at our production sites**

100% **of our innovations go through the internal scoring process***

THROUGH THE PAGES

Decarbonisation · Energy · Freight · Responsible Procurement · Water · Pollution · Eco-design · Waste

*From 2026, 100% of innovations submitted to BiocoScore, our internal environmental scoring tool.

Understanding our impacts **reducing our carbon footprint**

The pharmaceutical industry accounts for nearly 8.5% of global greenhouse gas emissions, more than the automotive sector*. This reality motivates the concrete transformation we have initiated and our decarbonisation trajectory. We steer it with rigour: fleet electrification rate, share of renewable energy in our consumption, carbon impact of freight, share of local procurement.

Science in the service of action

We launched the Decarbo'Show, an inclusive and innovative conference series hosted in 2025 by Murielle Blanc and internationally renowned glaciologist Dr Heïdi Sevestre, to raise awareness among our employees, partners and suppliers. These sessions shed light on the impact of climate disruption on our industry. Science and emotion combined to help everyone understand the issues, the existing solutions and our individual and collective capacity to genuinely take action. Each team was also able to discover the Group's 2032 decarbonisation plan and its own roadmap. A landmark moment for all!



"Climate change is a scientific phenomenon, but one that, to be stemmed, requires human compromises. Biocodex has fully grasped the magnitude of this challenge and supports all business functions in taking ownership of the right levers. This pioneering stance will open minds in the sector and beyond."

Dr Heïdi Sevestre, Glaciologist

"Inspiring and hard-hitting, it really makes you think!"

Quentin Bovolenta, Operations Department

More than 1,000 employees and around one hundred French and Belgian partners at the 7 editions of the 2025 Decarbo'Show with glaciologist Dr Heïdi Sevestre.

"There is still time, now is when we must act."

Anne Benoist, GPRA** Department

*Decarbonizing the Health Industries: Shift Project's final report on medicines and medical devices.
**Global Pharmaceutical and Regulatory Affairs.
***Method developed by ADEME (the French Agency for Ecological Transition).

MEASURE

Producing better

Each year, all 40 CSR referents at the Group's sites and affiliates collect approximately 180 data points to measure our environmental impact: energy consumption, freight volumes, kilometres travelled, waste, water… These data feed in particular the annual Carbon Footprint Assessment, carried out using the Bilan Carbone® method*** across the three scopes, in order to steer the decarbonisation trajectory.

The Group's 2025 emissions stand at 51,200 tCO2e.

11%	4%	85%
Scope 1	Scope 2	Scope 3
Direct energy emissions (gas, fuel, air conditioning…)	**Indirect emissions** from energy consumption	**Indirect emissions** from the upstream and downstream value chain

Since 2022, we have reduced our carbon intensity at Group level by 16%, marking a concrete step forward. This progress brings us closer to our target and illustrates the impact of actions taken across the entire value chain.



Feeding CSR reporting and giving meaning to data collection: the role of CSR referents across the 17 affiliates.

"We explain why each indicator matters, ensure the quality of information and work with CSR teams to put corrective measures in place when needed," Esra tells us. "Data is important for driving change and giving our approach full coherence on the ground. It is a lever for mobilising and engaging teams around impactful projects," Fatma adds.

Esra Agaccioglu and Fatma Kilic, CSR Referents - Turkey

Steering decarbonisation

Our decarbonisation plan mobilises 25 macro-projects across 5 levers: the supply chain, energy, freight, travel and waste management. It is underpinned by more than 60 consolidated monitoring indicators. Each department has its own roadmap. This strategy also relies on targeted industrial investments of €10M over the 2024-2026 period, aimed at modernising, sustaining and improving the energy performance of production tools. A multi-year plan is currently guiding the roadmap for our industrial sites, with major challenges around the decarbonisation of part of our heating process in particular.

Evolution of the Group's carbon footprint in absolute and intensity terms, 2022-2025

	Total emissions (tCO2e)	Carbon intensity (tCO2e/M€)	Cumulative intensity reduction
2022	44,900	90	Reference
2023	51,000	90	0 (Stable)
2024	50,100	79	-12 %
2025	51,200	76	-16 %
2032 target	–	63	-30 % in intensity vs 2022

Top 3 emission sources:

- **Procurement:** goods and services purchased (raw materials, packaging, services, etc.);
- **Business travel:** journeys made by our employees (conferences, visits to Biocodex sites and partners);
- **Energy:** electricity, heating, air conditioning and fossil fuels required to operate sites and company activities.

Acting on our footprints **towards more responsible partnerships**

The supply chain at the heart of our transformation

85% of the Group's carbon footprint resides in Scope 3, primarily linked to our procurement.

We are structuring our Procurement governance around a collaborative approach to develop long-term partnerships. We identify our strategic suppliers and put in place strengthened management, based on multi-criteria assessment incorporating overall performance, risk management and CSR commitments, in order to reconcile performance and sustainable development.

Also, in 2025, we structured our approach through three complementary frameworks that govern our supplier relationships. Two internal documents, relating to Direct and Indirect Purchasing, were designed to support our buyers and employees in integrating CSR considerations at the heart of their practices (environmental criteria in calls for tender, CSR assessment of suppliers, etc.).

In parallel, a third external document dedicated to our partners aims to engage a joint, progressive approach by setting a minimum CSR requirements framework and opening the way to the co-construction of lasting sustainable actions over time.



Our partner SDG Pharma holds the Ecovadis Platinum medal (top 1% of companies) and is CPD A* recognised. SDG Pharma has committed to reducing its CO2 emissions by 42% by 2030. A partner that illustrates what we seek to build with, starting with, our entire Top 20 suppliers: relationships founded on a mutual, measurable progress approach.

*CPD (Continuing Professional Development) is a training tracking system for healthcare professionals.

2 000+
active suppliers

14%
of strategic suppliers have signed our Responsible Procurement charter

97%
of our suppliers are based in Europe

representing
73%
of invoiced amounts

Less fossil, more control

Mitigating CO2 emissions linked to our energy consumption is one of the 5 pillars of our decarbonisation plan.

At our Beauvais site, a Resources Committee brings together the site's industrial managers each quarter to detect and steer energy consumption and drive improvement projects. A rollout to all industrial sites is planned by 2027.

Since 2024, we have implemented several energy-saving measures at the Beauvais site and R&D centre: team awareness-raising, LED conversion, installation of detectors to identify the main consumption hotspots. This resulted in a saving of approximately 3% at Compiègne and, at the Beauvais site, saved 85% of electricity consumption in the areas where LED conversion took place, in just 12 months.



In 2025, we installed 8,000 m² of photovoltaic panels at the Beauvais and Casablanca sites (investment of €1.7M).



Beauvais carbon footprint 2025:

7,600 tCO2e



The top 3 emission sources at the Beauvais plant are:

- **Energy** (resources used for production and site operations: gas, electricity)
- **Miscellaneous purchases** (services related to site operations, meals, water, etc.)
- **Refrigerant fluids** (substances used in refrigeration system circuits).

Transporting better

The transport of our products is a major lever for reducing our Scope 3 emissions. Since 2023, we have been acting on three axes: modal shift (from air to sea freight), flow optimisation (including load factor), use of decarbonised solutions for our road freight in France, and systematic integration of CSR criteria in our calls for tender.

Thanks to these actions, in 2025, 100% of intra-site road freight in France is operated using alternative, decarbonised fuels. These actions are progressively reducing emissions linked to French freight. Internationally, similar road freight decarbonisation actions will be initiated in 2026.

Rethinking field travel

The promotion of our products involves in particular visiting healthcare professionals (doctors, pharmacists, hospital staff). To fulfil this mission, we have a fleet of more than 700 vehicles worldwide. In 2024, an in-depth study was conducted for each affiliate to best prepare for the progressive transition towards electric or hybrid powertrains.

A reference framework was put in place to guide affiliates, taking into account local realities: the country's energy mix, availability of charging infrastructure, regulatory constraints, distances travelled. In 2025, 32% of our fleet has moved away from 100% combustion engines. Beyond the technical aspect, our efforts also focus on supporting teams through these adaptations.

Caring for our roots **natural ecosystems**



Group destruction rate:

0.7%

of revenue in 2025

ACT

Fighting avoidable waste

Product destruction is a major challenge at Biocodex. An internal audit was conducted in 2023 across all departments to quantify and identify the main causes of destruction. Following this assessment, an Anti-Destruction Committee and a Donations Committee were set up to monitor and identify monthly reduction actions.

The Group's destruction rate has fallen to 0.7% of revenue, an indicator now integrated into the Group bonus (score of 50%). This is a long-term effort, embedded in a continuous improvement approach across the key departments involved: procurement, stock management, marketing, sales.

UNDERSTAND – MEASURE

Reconciling human and planetary health

Our activity is rooted in life: the water essential to our industrial processes, the organic materials in our products, the natural environments surrounding our sites, warehouses and affiliates. More than an ethical duty, respecting these natural ecosystems is also a matter of sustainability for our business.

380,209 m³ of water consumed in 2025 and 36,595 m³ saved vs 2024. At the Beauvais site, changes to production organisation, partial water reuse and efficiency measures enabled a reduction in consumption of - 21% between 2022 and 2025 - the equivalent of 10 Olympic swimming pools. A water consumption management action plan, integrated into the Resources Committee, structures these efforts. A Group "Water" policy will be deployed during 2026.

Monitoring to reduce our pollution. Our pharmaceutical activity generates specific pollution risks inherent to all industrial activity. Aware of these impacts, we mobilise to identify and monitor them closely in a logic of continuous improvement of our industrial practices.

Thus in 2025, in anticipation of the CSRD, an analysis of the presence of around sixty pollutants was conducted at the 4 sites concerned by production or research operations. This work constitutes a first solid reference base, intended to be renewed and enriched, to steer our potential impacts and set quantitative reduction targets for the 2027 horizon accordingly.

Mapping our risks and dependencies on nature. How far do we understand our dependence on nature? In 2024 we carried out a mapping of the exposure of our industrial, R&D sites and affiliates to physical climate risks, as well as our impacts and dependencies with respect to biodiversity. This work constitutes a first structuring step and lays the groundwork for a first adaptation plan for the 2027 horizon.

Key findings: the main issues identified for Biocodex at the 2050 horizon concern water stress and extreme climate events, notably storms.



Water consumption reduced by

21%

between 2022 and 2025

ESRS E2 – ESRS E3 – ESRS E5

UNDERSTAND

Designing differently: **the ambition we are writing**

Nearly half of our carbon footprint comes from products: eco-design is becoming a strategic lever. Following pioneering initiatives on our flagship Saforelle®, we are organising the scale-up across our entire portfolio.

Our eco-design programme

The transition to eco-design requires a coordinated approach across all departments, from procurement to sales, including product development.

2024

UNDERSTAND

Eco-design consists of designing products by reducing their environmental impact across the entire lifecycle, from the innovation phase onwards, from formulation to end of life.Completion of 5 LCAs* on our flagship products.

2025

MEASURE

Design and roll-out of **BiocoScore**, our internal scoring tool co-developed with experts in 2024 and validated in 2025. The tool assesses products on 4 themes: formulation, packaging, procurement, operations, and across 5 performance levels. Training of 30 employees.

2026

ACT

The ambition will set our 2032 direction for our portfolio.

START AGAIN

In a progressive and learning-oriented logic, we will support the approach: awareness-raising, training, etc.



45%

of our carbon footprint comes from products.

*LCA : Life-cycle assessment.

ESRS 2 SBM-3

BiocoScore: our tool for supporting sustainable product design

BiocoScore is our internal environmental impact assessment tool. Created in 2025, it is now a prerequisite for launching all innovations. Thresholds are defined by category (cosmetic, pharmaceutical).



“With BiocoScore, we move from an intuitive, empirical understanding of our impacts to an objective measurement. The entire development process has been reviewed: alongside traditional effectiveness and tolerability criteria, we integrate sustainable criteria right from the project start, for raw materials, packaging, or manufacturing. The objective: to make scoring a structuring milestone, to embed eco-design at the heart of every product decision.”

Laetitia Dos Santos,
NPD (New Product Development) Project Manager

4 thèmes

Procurement
15 pts
Traceability
Local sourcing
Non-GMO

Formulation
45 pts
Natural ingredients
Biodegradability

Packaging
25 pts
Recyclability
Packaging reduction
Mono-material

Operations
15 pts
Renewable energy
Water
Zero destruction

5 performance levels

Level 0 – Non-aligned	0%
Level 1 – In progress	25%
Level 2 – Basic	50%
Level 3 – Progressing	75%
Level 4 – Leader	100%

In 2025, 8 of our flagship products were scored in order to establish and then define our quantitative ambitions in 2026.

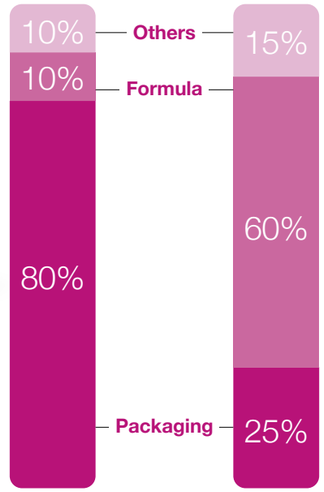
Source: BiocoScore, Cosmetic Scorecard, December 2025, tool co-developed with Quantis, subsidised to the tune of €60k by ADEME.

Acting in the right place

This simplified view (showing orders of magnitude) of the comparative life cycle analyses (LCAs) of Ultra-Levure®* blister and Saforelle® Gentle Soothing Wash**, two of our flagship products, illustrates the diversity of approaches to consider for improving our impacts. In one case we must act at the packaging stage and in the other at the formulation stage, while ensuring we do not transfer our impacts – for example by improving the carbon impact at the expense of the water impact. These insights allow us to progressively adjust our development choices.



Medicine
Ultra-Levure®
200 mg
Blister pack
of 10 capsules





Cosmetic
Saforelle®
Gentle Soothing
Wash
250 ml

Straight talk

Our Saforelle® Essential innovation - a waterless wash to reconstitute at home – is excellent from an environmental standpoint (LCA to prove it) with -80% carbon footprint between a refill and its liquid equivalent***. However, this innovative format has not yet achieved the expected uptake among consumers. The lessons drawn from this initiative feed directly into our eco-design approach and the development of more responsible formats, presented on p.27.

Sources:

*Ultra-Levure®: LCA carried out by Quantis in 2024 according to ISO 14040 and 14044 standards. Scope: entire lifecycle (French distribution). For further information, you can contact us: contact us – biocodex.com.

**Saforelle®: LCA carried out by EVEA in 2024 according to ISO 14040 and 14044 standards. Scope: entire lifecycle (French distribution), excluding the shower phase. For further information, you can visit the “our commitments” page on saforelle.com.

***Saforelle® Essential: Comparison of a refill format and its equivalent volume of Gentle Soothing Wash 250 ml (version with carton). LCA 2023. ISO 14040 and 14044. Scope: entire lifecycle (French distribution), excluding the shower phase. For further information, visit the “our commitments” page on saforelle.com

ACT

When Saforelle® Experiments with Bulk Refill

Since 2024, we have been participating in the Pharma Recharge consortium, an unprecedented initiative bringing together several major laboratories around a shared objective: to make the refill of dermo-cosmetic products simple, safe and desirable in pharmacies. Subsidised at 70% by Citeo, Adelphe and Léko, the project enters Season 2 in 2025 with two new pilot pharmacies (Avignon, Bayonne), 9 multi-brand references and reusable bottles from 250 ml to 1 litre.

This experience builds on that acquired with the Pulp In Action Consortium, whose objective is to find alternatives to single-use plastic packaging for the cosmetics sector.

We also seek, wherever possible, to reduce printing, reduce the weight of our materials and eco-design our POS materials. In 2024, this approach on promotional tools enabled the French affiliate to avoid 3 tonnes of paper without losing commercial effectiveness.

Furthermore, we also adopt more inclusive practices for our clients, by offering websites accessible to people with disabilities.



Pharma Recharge station: available in partner pharmacies in France, this station enables the refill of 8 references in standardised bottles and pumps, including Saforelle®.

Performance



Adapting to challenges,
Securing our future

We believe that science, education and prevention, which are at the heart of our activities, serve to preserve and develop the biological, ecological and societal balances essential to life and the health of each individual. We invest in a sustainable development model that combines industrial excellence and international reach, to be of use to all.

Our ambition by 2032:

Integrate
CSR as an essential criterion in the Group's business activities and decisions

0 sites
without a climate continuity plan to guarantee the resilience of our production in the face of extreme climate events

Control
the risks of our value chain through strengthened management of our strategic suppliers and critical raw materials

THROUGH THE PAGES

Adaptation to climate disruption · Supply chain security · Production quality · Operational excellence · Innovation · R&D · AI

Facing the world ahead **adapting and innovating for the long term**

At a time when planetary boundaries are being crossed one by one, the performance of an organisation is linked to its capacity to anticipate disruptions, strengthen internal balances and create long-term value. Guided by the One Health concept, we steer this ambition with rigour: €677M in revenue in 2025, 1 strategic partnership signed with MRM Health and 12 innovation projects currently under development at our R&D site in Compiègne. In 2025, we committed €16M to R&D, to which are added more than €41M invested in start-ups and biotechs since 2016.

The urgency of the long term

In 2025, we confirm our profitable and controlled growth trajectory. Our 2025 revenue stands at €677M. Over ten years, our revenue has multiplied by 2.5, growth that reflects the consistency of our model, the agility of our teams and the strength of our positions in key markets.

Towards a measured overall performance

Since 2022, our CSR strategy has been structured and intensified. It is producing concrete results, of which the 16% reduction in our carbon emissions in intensity is the most visible (see p.23). This result illustrates our efforts towards an overall performance that creates economic, human, societal and environmental value alike.

Since 2024, CSR has been integrated into the Group bonus calculation, with 5% indexed to extra-financial performance, including the product destruction rate. Individual CSR objectives also apply to all Management and CSR Governance members.

+ €41M
invested in Start-up & Biotechs over 10 years

10 affiliates
opened in 10 years

+ 90%
of employees in 10 years

A built and audited trust

In 2025, we achieved the “Engagé RSE” label at Confirmed level (★★), awarded by AFNOR Certification. Based on the international ISO 26000 reference framework and the United Nations Sustainable Development Goals (SDGs), it is also recognised by Responsibility Europe.

“BIOCODEX deploys a highly structured CSR approach with strong leadership from the Management team and more broadly from all management levels. The level of employee buy-in to the approach is very good. The CSRD is being approached in project mode with anticipation of key deadlines.”

Extract from the assessment report by Gérald Lefrère and Valérie Thobois, assessors for AFNOR.

Staying the course in a shifting regulatory environment

The CSRD regulatory context is evolving. The Omnibus package, adopted at end-2025, postpones the publication and audit obligation for companies of our size to 2028 (2027 data). This postponement does not call our trajectory into question. On the contrary. Our double materiality analysis has been strengthened, our Finance, HR and Industrial projects are deployed and our CSR communication plan is embedded in a 3-year progression, with the publication of our fully CSRD-compliant* report in 2028. Publishing this first sustainability report on our 2025 data therefore marks our desire to share more of who we are, what we do, and our 2032 trajectory.



*CSRD: Corporate Sustainability Reporting Directive.

Anticipating our dependencies, **building greater resilience**

Our value chain mobilises territories, resources and suppliers: each of these links presents strengths as well as vulnerabilities that climate disruption creates or aggravates. Understanding these interdependencies is first and foremost a requirement of resilience and long-term economic sustainability. It is also the condition for lasting impact.

Mapping our risk exposure

In 2025, we finalised a climate exposure study covering the entire own scope: 3 industrial sites (Beauvais, Casablanca, Ferlux), our R&D site (Compiègne), and our 16 offices in 17 countries, as well as 13 major warehouses – a total of 33 sites analysed.

The results, projected to the 2050 horizon under the +2.4°C scenario, reveal that 100% of our sites are exposed to at least one significant climate risk, such as water stress, heat waves or flooding.

The main issues identified at our industrial and R&D sites are water stress, which is very high in Morocco and increasing in Beauvais and Compiègne, as well as flooding. For warehouses, risks of heat and fire concern several territories in Eastern Europe. These findings could ultimately translate into concrete operational risks: degraded working conditions, damage to product quality, asset destruction.

The Beauvais and Compiègne sites, located in the immediate vicinity of high biodiversity value areas (watercourses, the Compiègne forest, ecological corridors), are subject to priority attention, both for climate risks and for our impacts and dependencies on surrounding natural ecosystems. Adaptation plans will be defined by 2028.

Key issues identified:

– Water stress
– Flooding
– Humid heat
– Soil erosion
– Heat and fire risks
– Priority focus on High Biodiversity Value (HBV) areas



33 sites
analysed
in 17 countries

3 industrial sites
1 R&D site
16 offices
13 warehouses

2 sites
Beauvais and Compiègne
near sensitive areas. 12 ha



“Climate change is not a distant threat to our industry. At our 3 production sites, as in our affiliates in Eastern Europe, we are already observing the vulnerabilities it creates in access to water or stable, affordable energy. Faced with these realities, we must build an operational and realistic transition that will protect both our teams, our sites and our patients. Our entire activity depends on nature: it is essential that we prepare for the changes that will durably impact it.”

Edouard Loiseau,
VP Industrial Affairs – Chief Manufacturing and Supply Chain Officer – Biocodex

Towards a more responsible supply chain

Mapping the own scope is only a first step. From 2026, it will be progressively extended to direct purchases supplying Beauvais and certain subcontractors. This methodical progression, co-constructed between CSR and Procurement teams, reflects our commitment towards a more robust industrial performance, capable of resilience.

Straight talk

The mapping of the own scope is finalised and robust. However, our view of the risks weighing on our upstream supply is still to be built. We have not yet identified all disruption scenarios, but we now have the method, the teams and the partners to progress.

UNDERSTAND

Strengthening **our industrial resilience**

In an unstable and fragile world, we strive to build supplier relationships founded on trust and shared quality standards. This stance strengthens our industrial resilience and our collective positive impact.

Our value creation rests notably on more than 2,000 active suppliers worldwide. 83% of our finished products (excluding licensed products) are of French origin and 97% of our subcontractors are European. This anchorage at the heart of the European Union strengthens the Group's industrial sovereignty while limiting logistical risks and the carbon footprint of our procurement.

This proximity takes a distinctive form in Beauvais, where beet grown in northern France enters into the manufacture of our probiotic strain *Saccharomyces boulardii* CNCM I-745®: a short supply chain that illustrates our desire to prioritise local resources and contribute to an industrial model rooted in its territory.

In 2025, we formalised three frameworks to strengthen the responsibility of our purchasing practices (see p.24).

+ 2000
active suppliers
worldwide

83%
of finished products
(excluding licensed) of French origin

97%
European subcontractors

MEASURE

Three sites, one quality standard

Within our plants, science takes shape, excellence becomes a daily gesture and the promise made to patients is delivered.

In Beauvais, the Group's historic site built in 1968, we produce our probiotics based on *Saccharomyces boulardii* CNCM I-745®, a living yeast strain that requires unique expertise and a high level of automation. 340 employees produce and ship 95 million boxes per year to 115 countries. In 2024, capacities dedicated to Ultra-Levure® were extended through the installation of two new packaging lines, representing an industrial investment of approximately 2% of revenue. Over ten years, €100M have been invested at the Beauvais plant to modernise, secure and improve the performance of the facilities. The Casablanca site strengthens our international capacities and ensures increased responsiveness in Africa and the Middle East. Ferlux, in Cournon-d'Auvergne, is an agile site specialised in the manufacture of active pharmaceutical ingredients (APIs), notably purified blueberry extracts for therapeutic purposes.

All three sites operate under the normative framework of Good Manufacturing Practices (GMP) and in compliance with the pharmaceutical quality standards of regulatory agencies (notably EMA, MHRA, FDA and PMDA).

Beauvais: pilot site for the CSR transformation

The Group's main production site and one of the largest probiotic production sites in the world, the Beauvais site concentrates our most advanced initiatives. Between 2022 and 2025, we reduced water consumption there by 21%. The photovoltaic panels installed in 2025 (7,000 m² at the Beauvais site, 1,000 m² in Casablanca) mark a new step towards a more resource-efficient industrial model.

Straight talk

Over the past ten years, we have grown rapidly. Our organisation, historically centred on commercial agility and international expansion, is today taking a new step. Launched in 2023, Stepping Stone is our transformation programme aimed at harmonising our processes and practices across all sites, affiliates and functions – from innovation to product end of life, including the Group's strategic plans. This cross-functional project touches both our industrial teams and our marketing and regulatory teams. An essential structuring step to support the achievement of our ambition towards sustainable performance.

Stepping Stone

1 programme dedicated to the Group's operational excellence

7 priority projects
and all departments represented

~ 50 employees
involved,
with cross-functional
integration of CSR topics



Logistics and manufacturing site in Beauvais



Manufacturing site in Clermont-Ferrand (Cournon-d'Auvergne)



Manufacturing site in Casablanca

At the heart of science, where our innovations take root

For us, tomorrow's health is invented collectively, at the crossroads of disciplines and with the patient and their loved ones at the heart of research. The biotech ecosystem we have been cultivating since 2016 reflects this conviction.

Our acceleration towards biotech

Over 10 years, more than €41M invested in biotechs, with more than half in the last two years: a clear sign of acceleration in our innovation strategy.

We are progressively deploying an open innovation strategy. Since 2016, we have been investing in promising biotechs developing innovative therapies based on probiotic medicines or next-generation diagnostics. Among them: Maat Pharma (microbiota transplantation), MRM Health (chronic inflammatory bowel diseases and immunomodulation), Exeliom Biosciences (oncology and inflammatory bowel diseases) and Kinnov Therapeutics (addiction treatment). We target as a priority Live Biotherapeutic Products (LBPs) – next-generation therapies based on selections or combinations of living strains – applied to our strategic areas of interest: gastroenterology and microbiota-linked oncology, as well as endometriosis in women's health. In 2025, 12 innovation projects, including several active partnerships with biotechs or leading academic research centres, structure our approach.

Advancing medical practice

With more than 70 experts spread across four fields – chemistry, pharmacology, microbiology and clinical studies – the Compiègne R&D centre plays a key role in innovation. In 2025, €16M are devoted to it.

We are also partners of the national FRENCH GUT programme for the 4th consecutive year, of the Foundation for Research in Endometriosis and "Grand Mécène" of the Académie de Médecine Foundation.

We animate scientific communities and actively contribute to them, as illustrated by our involvement in EMIH (Microbiota Ecosystem and Human Infections), Future4Care (digital health), France Biotech for therapeutic sovereignty, and through our active engagement in learned societies in psychiatry, neurology, paediatric gastroenterology and infectious diseases.

In 2025, R&D in Compiègne means:

12 innovation projects currently in development

25 academic partnerships

21 scientific publications

ESRS 2

A science in motion

Coeliac disease is a complex, multifactorial autoimmune condition whose only current treatment is a strict, lifelong gluten-free diet. We are conducting two research programmes that are bringing signals of hope in this area of unmet medical need. The first, in collaboration with the laboratory of Prof. Elena Verdu (McMaster University, Hamilton, Canada). And the second in collaboration with Dr Fernando Chirdo (Instituto de Estudios Inmunológicos y Fisiopatológicos, Argentina).

> *"Our vision of innovation is to address concrete needs with rigour, curiosity and the will to transform science into solutions."*
>
> **Oana Bernard,** Chief Science Officer, Biocodex

"Poster of Distinction": the Biocodex × McMaster University collaboration on *Saccharomyces boulardii* CNCM I-745® and coeliac disease was distinguished among the most remarkable communications at Digestive Disease Week in San Diego (May 2025), one of the most widely recognised gastroenterology conferences in the world.

A reference publication on the post-antibiotic microbiota

After three years of collaboration with Dr Nathalie Rolhion in the team of Prof. Harry Sokol (Sorbonne Université, France), our microbiology teams demonstrated that *Saccharomyces boulardii* CNCM I-745® goes beyond simply influencing the composition of the intestinal microbiota after antibiotic therapy: it also contributes to preserving and restoring certain essential biological functions of the microbiota that are altered by antibiotics, notably the production of metabolites involved in dialogue with the host and in maintaining intestinal wall integrity. This work was published in the journal *Gut Microbes**, one of the international references in microbiome science. A major scientific advance, opening new therapeutic perspectives.

*Saccharomyces boulardii *CNCM I-745® mitigates antibiotic-induced gut microbiome functional alterations independently of the host*. Zhan Huang, Loïc Brot, Rand Fatouh, Marius Bredon, Laura Creusot, Antoine Lefrèvre, Antonin Lamazière, Jérémie H. Lefevre, Patrick Emond, Julien Planchais, Xavier Roux, Harry Sokol, Nathalie Rolhion.

AI: a lever to deploy with discernment

Artificial intelligence is transforming and accelerating industrial, research, development and commercialisation processes in our sector.

As early as 2024, we anticipated this technological shift to make it a lever of performance and innovation, within a controlled framework.

The potential benefits are real, notably for accelerating microbiota research, personalising treatments or optimising logistics processes. However, we are also aware of the demands this imposes in terms of environmental and ethical risks (data protection, transparency of use, and digital sobriety in particular).

For these reasons, in 2024, we created the GenAI Squad: a cross-functional team playing a key role in the internal dissemination of best practices, the promotion of responsible AI use and the identification of concrete, high-value use cases. That same year, we deployed our AI Charter and appointed a dedicated AI lead to frame internal uses. To date, more than 800 employees have been trained.

Finally, we are working to measure the environmental impact of these practices and tools, with a cautious approach, due to the absence of sector consensus on the reference data to be considered.

Purpose

Cooperating with our communities, Strengthening their capacity to act

Our action alone will not be enough. We commit for the long term, alongside our teams, our partners and our communities, and together we strengthen our capacity to act. A world pioneer in health through microbiotas, we contribute, at our scale, to re-establishing sustainable balances. Because symbioses are created through cooperation. Because health is interconnected. Together, we are responsible for this transformation.

Our ambition by 2032:

100% **of our strategic pillars are covered by education and awareness programmes for patients, healthcare professionals and the general public**

Actively support **research and innovation in service of our communities**

100% **of our sites and affiliates strengthen the local anchoring and civic engagement of Biocodex**

THROUGH THE PAGES

Research grants · Microbiota education · Highlighting women's health · Rare disease awareness · Autism · ADHD · Sports sponsorship

Committing **beyond care**

For us, knowledge of the microbiota is a resource to be cultivated, disseminated and passed on. We contribute to this through two dedicated structures: the Biocodex Foundation for Microbiota to fund research, and the Microbiota Institute – a genuine, non-promotional knowledge hub.

Supporting research

Since 2017, the Biocodex Foundation for Microbiota supports academic research work and local initiatives related to public health around human microbiotas, their functions and their roles in the major health balances.

It encourages the emergence of innovative projects at a local and international scale and supports researchers in their scientific trajectories. Since its creation, around one hundred projects have been supported in 21 countries, across varied themes: immunity, metabolism, mental health, chronic inflammation, neurodevelopment, oncology, women's health… This support reflects a long-term intention: to structure a promising scientific field, nurture scientific talent, and advance medicine through fundamental and clinical research. Its model rests on three complementary mechanisms.

2025 marks a further step with the International Microbiota & Women's Health Grant, focused on the role of the microbiota in female pathologies that remain insufficiently explored, notably infertility, endometriosis, recurrent infections and pregnancy complications.

Three recognition and funding mechanisms

The International Intestinal Microbiota Grant selects each year the most innovative project, submitted to an international scientific committee composed of independent experts.

National Grants that support the exploration of interactions between the intestinal microbiota and various pathologies in more than ten countries.

Created in 2021, the Henri Boulard Prize* rewards 4 innovative projects per year dedicated to improving public health through microbiota protection. Since 2024, its scope has expanded to include the fight against antimicrobial resistance and environmental impacts on health.

1
International Intestinal Microbiota Grant
/ year

4
Henri Boulard Prizes
awarded each year

€3,3M
since 2017

*In tribute to the French microbiologist who discovered *Saccharomyces boulardii*.

Spreading knowledge across the 6 human microbiotas

The Microbiota Institute is committed to better health by raising awareness of the key role of human microbiotas. Through educational, sourced and accessible content for all, it informs the general public about the importance of microbiotas and supports healthcare professionals to integrate microbiotas more into their medical practice.
The Institute explores the main microbiotas of the human body: intestinal, vaginal, cutaneous, ENT, pulmonary, urinary. It draws on more than 230 researchers and healthcare professionals from 27 nationalities, united by a shared conviction: to make disciplines dialogue to bring forth new therapeutic solutions. In partnership with medical societies, patient associations and non-governmental organisations (UNESCO, WHO…), the Institute deploys its actions in more than one hundred countries and strengthens its ties with scientific and academic networks to accelerate the dissemination of validated scientific information to clinical communities. Its action complements Biocodex's commitment to structuring a useful, open and shared science.

The International Microbiota Observatory, conducted each year with Ipsos across a survey of 7,500 people in 11 countries, is one of the world's most robust measurement tools on the evolution of microbiota knowledge and behaviours.

International Microbiota Observatory
L'Observatoire International des Microbiotes

We work with learned societies, patient associations and scientific communities on priority topics: antimicrobial resistance, women's health, digestive diseases.

2M
visitors
/ year to the website

170k followers
on social media

60
health opinion leaders
partners

8 languages
available on the platform

1st site
on microbiota queries in French on ChatGPT**

**Study conducted by SEO agency Pixalione indicating that in 2025 the Microbiota Institute was the 1st site cited on the query "microbiote" in French on ChatGPT, with a 28.13% AI visibility share. A result that demonstrates the reliability and robustness of content produced by scientific writers, health opinion leaders and internationally renowned partners.

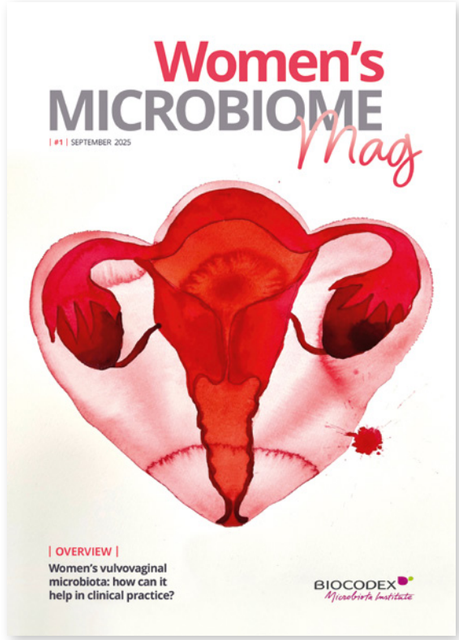
Making women's health visible

Behind every healthcare inequality lies an information inequality. Women's intimate health is still too often taboo, poorly understood, poorly diagnosed and insufficiently supported. To help close this gap at our scale, we devote a global platform to it: scientific, educational and societal.

Reducing the knowledge gap

Only one in five women knows precisely what the vaginal microbiota is, while 88% of them wish to be better informed. This figure, from our international survey*, illustrates the scale of the educational work that remains to be done. In 2025, we published the first Women's Microbiome Magazine, devoted to the role of the microbiota in women's health and addressed to healthcare professionals.

In addition, we reorganised our digital content dedicated to women's health according to the stages of a woman's life and regularly published educational summaries on targeted themes: vaginal microbiota, risky practices, female anatomy and intimate hygiene, available at: www.biocodexmicrobiotainstitute.com/fr/mon-microbiote-au-feminin.



The cover photo is an original work by Dr. Ina Schuppe.

88%
of women
wish to be better informed about intimate health

*International Microbiota Observatory by Biocodex – study conducted by Ipsos among 7,500 people in 11 countries.





Ghizlane Chebbak, captain of the Moroccan national team.

Sport as a Level Playing Field

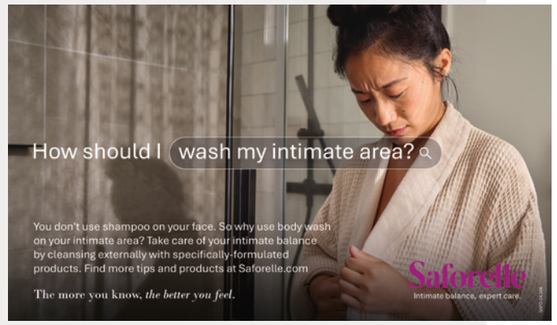
In 2025, Saforelle® became the first namer of the Women's Championship of the National Volleyball League in France with the Saforelle® Power 6. This alliance reflects a shared vision of Saforelle® and the National Volleyball League: supporting and valuing women in sport. This collaboration also aims to highlight the physiological challenges women may face and their potential impact on sporting performance. In parallel, in Morocco, Saforelle® sponsors the captain of the national women's football team. Two partnerships that embody our attachment to the team spirit and affirm our commitment to the expression and visibility of elite women's sport.

Intimate balance in the service of women's well-being

On 11 March 2025, we brought together nearly 380 employees – 1 in 5 employees – in a hybrid format, for a day dedicated to intimate health and women's well-being: WOMENtum. Through this event, we wish to contribute to advancing scientific understanding of these issues internally, and to anchor our societal role in the day-to-day life of teams. A first scientific session opened debate on persistent taboos in gynaecological health, the role of the vaginal microbiota and the barriers to appropriate care. The panel was moderated by international experts including Prof. Alessandra Graziottin, gynaecologist, Dr Sarah Ahannach, researcher at the University of Antwerp, and Florence Schechter, founder of the Vagina Museum.

A second session was devoted to Saforelle® and its societal mission: contributing to reducing the knowledge gap around women's intimate health. Through its institutional campaign with a powerful message, "The more I know, the better I feel", the brand reaffirms its awareness-raising role and its commitment to freeing speech, lifting taboos and offering women reliable, expert and accessible information. This initiative is part of a broader desire to support every woman in better understanding her intimate health and strengthening her confidence on a daily basis.

In this same dynamic, Saforelle® also supports organisations such as Règles Élémentaires and Génération WOW, committed to fighting menstrual poverty and to women's empowerment.



Extract from the Saforelle® institutional campaign.

Understanding the microbiota **is understanding life**

The billions of micro-organisms that inhabit our bodies participate in our immunity, our digestion, and even our mental health. Our role: making this reality visible, accessible, actionable.

Knowledge is advancing, behaviours are resisting

For the third consecutive year, the Microbiota Institute conducted, via its International Microbiota Observatory, a survey of 7,500 people in 11 countries*. The 2025 results confirm a paradoxical dynamic: knowledge of the microbiota is advancing, but behaviours are struggling to follow. 71% of respondents have already heard the term “microbiota” (+8 points vs 2023), and 56% say they have changed at least one behaviour to preserve their microbiota balance. Yet only 1 in 4 people knows exactly what this term means. And contrary practices persist: for example, 48% wash their bodies several times a day, a habit liable to cause cutaneous dysbiosis.

The Observatory also reveals a generational paradox: young parents are the best informed (83% have heard of the microbiota), while seniors – despite being most at risk – remain the least educated (63%). This gap reminds us that information must be targeted, contextualised, and delivered through the right channels to all audiences.

71%
of people have heard of the microbiota (+8 pts vs 2023))

7,500 people
surveyed in 11 countries (2025 Observatory)

81%
trust healthcare professionals as a source of information on the microbiota

*France, Germany, Portugal, Poland, Finland, Italy, United States, Brazil, Mexico, China, Vietnam.

The antimicrobial resistance fresco

Antimicrobial resistance could cause up to 10 million deaths per year by 2050**. A figure that demands rapid, accessible action. In 2025, for the sixth consecutive year, the Microbiota Institute participated in the World Antimicrobial Awareness Week (WAAW) by offering an unprecedented educational tool: the first interactive digital awareness fresco on antimicrobial resistance***.

Designed in partnership with Querceo, the fresco takes the form of a game of around sixty cards enabling participants to reconstruct various antibiotic use scenarios and measure their consequences at the level of the microbiota, the patient, the healthcare system and society. The tool, freely and openly accessible, is designed for use at medical congresses, hospital staff meetings, university courses, or public events. More than 100 workshops were run internally in several affiliates (Poland, Turkey, Finland, Vietnam) and more than 20 externally, primarily with community pharmacists.

+ 900
employees made aware

+ 200 external
participants (pharmacists, doctors, institutional representatives)

7 languages

Antimicrobial resistance awareness workshop card deck



2025 novelty: the Institute launches a dedicated exposome page to understand how our environment affects our microbiota. A natural extension of our One Health approach.

**WHO expert warning: control antibiotic consumption, or medicines will no longer be effective.
***Antimicrobial resistance fresco: learn, play and act now. Content for healthcare professionals.

Put the light on Dravet Syndrome **with science and empathy**

We have been committed for more than twenty years to rare diseases, in particular to Dravet Syndrome, a severe form of paediatric epilepsy affecting fewer than 1 in 20,000 children.

Since the launch of our Rare Diseases division in 2022, we have structured a global approach mobilising more than 40 dedicated employees and more than 23 partners worldwide to improve the lives of children and their families beyond the treatment itself.

With Diacomit®, available in 70 countries, we have developed a recognised expertise in the management of rare conditions with major unmet needs. This commitment is built on a holistic approach that combines clinical research, galenic innovation, understanding of the lived experience of families and support for healthcare professionals.



Improving holistic care

The Polytherapy project embodies this approach: by bringing together medical experts across two distinct territories (Europe and the United States), it aims to develop practical, consensus-based recommendations on polytherapy in Dravet Syndrome. In addition, the DScovered, Delphi Consensus and D'Unseen programmes allowed to better document the pathways, needs and blind spots in the management. Through this approach, we wish to build a complete map of the ecosystem surrounding the disease: what patients experience, what families go through, what healthcare workers can improve. These three studies were presented at international conferences and published in peer-reviewed scientific journals. In addition, a graphic novel was designed to facilitate access to information for families and caregivers.

This expertise is now extending through new formulations, new research projects and the progressive expansion of the portfolio.

Bringing knowledge closer to the field

Each year, we organise the MasterClass Div'in Dravet, an international in-person event bringing together neuropaediatricians from around the world to share the latest advances in Dravet Syndrome management. A unique event that brings together, around the same table, healthcare professionals and patient association representatives, creating a rare dialogue between medical rigour and lived experience. It is this cross-functionality that gives it its value and its singularity in the rare disease landscape.

69 experts
connected to the MasterClass Div'in Dravet

77 eNPS
on the 2025 masterclass

200 employees
at the internal "DS Day"

Our European ethnographic study D'Unseen on Dravet Syndrome, published in 2025 in the journal Epilepsy & Behavior, is a world first. Never before had an anthropological approach so finely mapped the daily lives of families faced with this disease. The findings gathered generated significant enthusiasm from healthcare professionals and patient associations.

The butterfly effect of awareness

On June 23, 2025, on the occasion of World Dravet Syndrome Awareness Day, we launched the Butterfly Effect campaign for the second consecutive year and organised an internal dedicated event to raise awareness of this rare genetic disease that is still too often unknown, including in the medical world. Feedback on these initiatives has been very positive.



Addressing **everyday healthcare needs**

Behind the acronyms ADHD, ASD, IBS, there are children struggling to learn, families seeking answers, healthcare professionals lacking tools. In addition to our established products, we lead an active awareness approach on these topics.

Approximately
6%
of school-aged children
have attention deficit disorder
with or without hyperactivity.

ADHD: informing to better support

Attention Deficit Hyperactivity Disorder (ADHD) affects approximately 6% of school-age children and remains underdiagnosed in France*. With our medicine Medikinet®, we support patients and healthcare professionals in managing this condition. To go beyond the prescription, we have developed a dedicated website for families and those affected, providing reliable and accessible information on ADHD, its manifestations, its diagnosis and its management.

In 2025, we organised an awareness campaign for National ADHD Awareness Day with a strong ambition: lifting stigma, equipping families, training healthcare workers. This initiative illustrates our capacity to transform a therapeutic product into a societal impact programme. Our campaign on the subject generated 3 million views and advanced knowledge on the topic by 17 points.



parlons TDAH

*Source: www.parlons-tdah.fr.

Autism & Sleep: a unique family-centred approach

Autism Spectrum Disorder (ASD) is frequently accompanied by severe sleep disorders, affecting up to 80% of children concerned. These disorders worsen behavioural difficulties and exhaust families. Slenyto® (prolonged-release melatonin) is our therapeutic response to this challenge. But our commitment does not stop at the molecule. We have developed a dual approach: content and tools dedicated to parents to help them understand the link between ASD and sleep, communicate better with healthcare professionals, and adapt their daily environment. This system also offers resources for healthcare professionals, enabling them to objectify sleep disorders and structure the management approach. An ASD & Sleep awareness campaign was also deployed in 2025 in France for World Autism Awareness Day.

Both programmes are exclusively carried by our teams in France. They illustrate our capacity to go beyond the medicine to build coherent care ecosystems, centred on the reality of patients and their families.



Created in October 2021, Autisme et Sommeil** is the first information site dedicated to sleep disorders in children with ASD. Designed in collaboration with an Expert Committee of 7 specialists, it is addressed to families and healthcare professionals.

In 2025:

1,438
professionals
registered on the professional section of the site

and more than

41 000
visitors

**www.autismeetsommeil.fr.

Contributing to the vitality of communities

Showing commitment also means creating value within the societies in which we operate. Throughout the year, teams carry actions that are meaningful at a local level and cultivate our territorial anchoring.

Dedicated time for engagement

In 2025, the affiliates of the NOBA region (Estonia, Finland, Latvia, Lithuania) organised a “Purpose Day”, a day on which employees devote working time to a citizen action. In Latvia, the CSR action of the year focused on forest renewal: around 600 pine trees were planted. In Estonia, teams took part in a volunteering day at a library on the occasion of the anniversary of the Estonian language. In Finland, employees fought against invasive plant species in the city of Espoo, where the affiliate is based. In Lithuania, a volunteering day was organised at a food bank. Other countries are also carrying similar initiatives, notably the French affiliate and Morocco.





Support for underprivileged mothers

In Mexico, teams donated Galactogil®* to organisations working with underprivileged mothers and infants, supporting breastfeeding and early nutrition while redirecting unsold products towards public interest channels. Nearly 260 families were supported for 3 months. Support was also deployed by Portugal and France to local associations.

In our 17 affiliates, teams are committed

115 local solidarity initiatives

counted in 2025: blood donation, solidarity race, breast cancer awareness, skills-based sponsorship, etc.

Running for a common cause

In Ukraine, 22 employees took part in the Kyiv Half Marathon 2025 charity race. They ran 1.6 to 10 km to support a humanitarian cause. Colleagues from Romania, Poland and France also participated remotely in this race, bringing teams together across regions. Other affiliates, such as Belgium and France, also took part in solidarity sports actions.



*A supplement supporting milk production and extended breastfeeding.

Giving rather than destroying

Since 2023, we have set up two monthly committees – Anti-Destruction and Donations – mobilising six departments (Supply chain, CSR, Finance, Marketing, Regulatory, Operations) (see p.25). The objective is to anticipate product destruction and give them a second life as soon as possible. In 2025, at Group level, 55 national and international organisations such as SAFE, Maison des Femmes, Dons Solidaires or Tulipe benefited from products saved from destruction and redistributed. Internal donations are also organised at all French sites for employees.

Product donation is an environmental lever as much as a social one. Indeed, at national level, product destruction represents 3% of emissions, and in France 1.7 million women go without sanitary protection for economic reasons.



“Thanks to our partnership and the regular donations of hygiene products, we can bring comfort to the people accommodated and supported by the association. A little softness, dignity, and the possibility of taking care of themselves in difficult times. This precious support helps us improve their daily lives and restore their confidence.”

Élodie Nowak, ADARS association

Nearly **620,000** products donated in 2025

55 beneficiary associations

Access to hygiene is a fundamental right. To contribute to it, we commit on the ground with associations close to our sites. In Beauvais, for example, we collaborate with ADARS, which works with people in precarious situations.

Annexes

Annex 1
key indicators

Synthetic dashboard of Biocodex's key CSR indicators, organised by engagement pillar (People – Planet – Performance – Purpose) with specification of the 2032 target where applicable.

This list will be completed in a continuous improvement approach, consistent with the expectations of the CSRD.

Pillars	Indicator	2024	2025	2032 target
PEOPLE	Share of women in leadership positions (Excom + N-1, affiliate leaders + N-1)	50%	50%	≥ 50%
	Eligible employees with a CSR objective	27%	35%	100%
	Share of employees trained in feedback	52%	74%	100%
	Share of employees made aware of CSR issues	40%	60%	100%
PLANET	Total GHG emissions across 3 scopes (in tonnes CO2e)	50,000	51,200	N/a
	Carbon intensity	79	76	63 (- 30% vs 2022)
	Water consumption at our industrial sites (m^3)	412,236	393,852	- 40% on the 3 production sites
PERFORMANCE	Product destruction rate (% revenue)	0,6%	0,7%	N/a
	Annual R&D investment (M€)	14	16	N/a
	Share of non-combustion vehicles in fleet	28%	32%	66%
	Number of products scored via BiocoScore	N/a	8	100% of innovations
PURPOSE	Number of products donated to associations	430,000 (France)	620,000	N/a
	Visitors / year to the Microbiota Institute platforms	N/a	2 M	N/a
	Employees made aware via the antimicrobial resistance fresco	500	+ 900	N/a

Annex 2
glossary

Definitions of the main terms, acronyms and concepts used in the report.

LCA: Life Cycle Analysis
Standardised method (ISO 14040/14044) for assessing the environmental impacts of a product or service across all its stages.

AFNOR Certification
French accredited certification body.

Biocodex employees
All employees of the organisation, whether at industrial and R&D sites (21%), in the field (34%) or in offices (45%).

CSRD : Corporate Sustainability Reporting Directive
European Directive (2022/2464) requiring companies to publish an annual, audited sustainability report in accordance with ESRS standards. Applicable to Biocodex on 2027 data (publication 2028).

DMA : Double Materiality Analysis
Method for analysing sustainability issues from two dimensions: impact materiality (effects of the company on society and the environment) and financial materiality (effects of external issues on the company's value).

EFRAG : European Financial Reporting Advisory Group
European advisory group responsible for developing ESRS standards mandated by the European Commission under the CSRD framework.

ESRS : European Sustainability Reporting Standards
European standards governing the content of the CSRD sustainability report. Include 2 general ESRS (ESRS 1 and 2) and up to 10 thematic ESRS (E1 to E5, S1 to S4, G1). Biocodex is subject to 8 thematic ESRS.

GHG: Greenhouse Gases
Gases contributing to global warming (CO_2, methane, nitrous oxide, etc.). Biocodex's Carbon Footprint Assessment covers emissions across 3 scopes according to the Bilan Carbone® / GHG Protocol framework. Scope 1: direct emissions. Scope 2: purchased energy. Scope 3: upstream and downstream value chain.

ISO 26 000
International standard providing guidance on organisational social responsibility. Reference framework used by Biocodex for its first CSR diagnostic in 2021. The "Engagé RSE" label, obtained in 2025 (2 stars out of 3), is also based on this standard.

SDGs: Sustainable Development Goals
Framework of 17 global objectives defined by the United Nations (2030 Agenda) for sustainable development: eliminating poverty, protecting the planet, ensuring prosperity.

One Health
Concept championed by the WHO recognising the interdependence of human, animal and environmental health. A founding principle of Biocodex's CSR approach: sustainable health requires preserving the ecosystems that make it possible.

Probiotic
Living micro-organism which, when ingested in sufficient quantity, confers a health benefit on the host (WHO/FAO). Biocodex's flagship probiotic is *Saccharomyces boulardii* CNCM I-745®, the global leader for 18 consecutive years under the brand Ultra-Levure®.

QWL : Quality of Working Life
A holistic approach to improving well-being at work: organisation, environment, health, professional relationships. Integrated in particular into Biocodex's Well-Being & Care Program since 2024.

***Saccharomyces boulardii* CNCM I-745®**
Probiotic yeast strain isolated in 1923 by microbiologist Henri Boulard from tropical fruits. The active ingredient in Ultra-Levure®, it is the world's No.1 probiotic by medical prescriptions (IQVIA MIDAS®, 2025).

Scope 1 / 2 / 3
Classification of GHG emissions. Scope 1: direct emissions (on-site combustion). Scope 2: indirect emissions linked to purchased energy. Scope 3: all indirect emissions from the value chain (suppliers, clients, transport, waste). At Biocodex, Scope 3 represents 85% of the total footprint.

Product destruction rate
Includes the valuation of physical destructions and the change in the provision for depreciated stock (includes: finished and semi-finished products, components (raw materials, packaging components) and product donations).

Annex 3
toolkit

Table of contents

Workshops, frescos and role-specific training: find a summary of the main tools, programmes and resources we deploy. This overview is addressed both to internal employees and CSR referents, and to external partners wishing to have a source of inspiration for taking action.

PEOPLE

Career Navigation Guide
Career mapping tool showing roles and internal mobility bridges, co-constructed in 2025 with more than 200 Biocodexians worldwide.

Well-Being & Care Program
Programme structured around 3 pillars: mental well-being (teale partnership deployed in 8 countries in 2025), women's health and QWL.

Feedback Culture Programme
Feedback training integrated into onboarding since 2025. Rollout in Romania and Vietnam planned for 2026.

DE&I Policy: Diversity, Equity, Inclusion
Policy covering 5 dimensions: sexism/equity, disability, origins, age/generations, gender identities. Multi-year disability plan.

PLANET

BiocoScore
Internal environmental impact assessment tool for products, co-developed with Quantis and subsidised by ADEME. It assesses 4 themes (formulation, packaging, procurement, operations) across 5 performance levels. Deployed since 2025, it is a prerequisite for launching all innovations.

Our Charters: Responsible Partners, Direct & Indirect Procurement Policies, eco-friendly practices
Our various internal reference frameworks set the minimum level of CSR standards expected, dispense good practices by theme, and facilitate the installation of the right reflexes.

Understanding Climate Change
E-learning training to understand the challenges and cause-and-effect mechanisms related to climate change and the disruption it causes. Mandatory module for all new arrivals since 2023.

Decarbo'Show
Inclusive conference series launched by Biocodex to raise awareness among employees, partners and suppliers of climate issues and the Group's decarbonisation plan. Hosted by Murielle Blanc and glaciologist Dr Heïdi Sevestre. 7 editions in 2025, with more than 1,000 employees made aware.

Green Car Policy
Reference framework guiding the progressive transition of the fleet towards electric and hybrid powertrains, integrating local realities (energy mix, infrastructure, regulations). In 2025, 32% of the fleet is non-combustion.

Eco-driving Awareness
E-learning training to master the key elements of eco-driving

USE
USE approach: before acting, we invite our teams to validate the need as Useful, Sober and Efficient.

PERFORMANCE

Stepping Stone Programme
Cross-functional organisational transformation programme to harmonise processes and practices across all sites and affiliates.

AI Charter
Framework for the ethical and responsible internal use of artificial intelligence. More than 800 employees trained in 2025 and 1 AI lead appointed.

CSR Data Collection Platform
Centralised tool for collecting and consolidating the Group's approximately 180 CSR indicators, deployed since 2023. Fed by the 40 CSR referents in the 17 affiliates.

PURPOSE

Antimicrobial Resistance Fresco
Interactive educational tool of 60 cards designed with Querceo to raise awareness of the risks of antimicrobial resistance. Suitable for conferences, training, seminars… Available in 7 languages. More than 100 workshops in 2025.

Autisme et Sommeil website
Dedicated to sleep disorders in children with ASD: www.autismeetsommeil.fr.

Parlons TDAH
Dedicated to families and those affected: www.parlons-tdah.fr.

Annex 4

Table of contents

DR* correspondence table and report structure

Standard	DR	Category	Description	Contents	Page no.
ESRS 2	**GOV-1**	Governance	Role of administrative, management and supervisory bodies	CSR Strategy	p. 11
	GOV-3	Governance	Integration of sustainability outcomes into incentive systems	Performance	p. 32
	SBM-1	Strategy	Strategy, business model and value chain	Company	p. 6-9
E1	**E1-1**	Climate change	Transition plan for climate change mitigation	Planet / Decarbonisation	p. 22-23
	E1-2	Climate change	Policies relating to climate change mitigation and adaptation	Planet / Decarbonisation	p. 22-23
	E1-3	Climate change	Actions and resources related to climate change	Planet / Decarbonisation	p. 25
	E1-4	Climate change	Climate change-related targets	Planet / 2032 Ambition	p. 21
	E1-6	Climate change	Gross GHG emissions Scopes 1, 2 and 3	Planet / Decarbonisation	p. 23
	E1-9	Climate change	Exposure to significant physical climate risks	Performance / Risks	p. 34-35
E2	**E2-2**	Pollution	Water pollution	Planet / Natural ecosystems	p. 26
E3	**E3-1**	Water and marine resources	Water consumption	Planet / Natural ecosystems	p. 26
E4	**E4-2**	Biodiversity and ecosystem	Policies related to biodiversity and ecosystems	Planet / Natural ecosystems Performance / Value chain	p. 26 et 34
E5	**E5-1**	Circular economy	Policies related to resource use and circular economy	Planet / Eco-design	p. 26-27
	E5-2	Circular economy	Actions and resources related to resource use	Planet / Eco-design	p. 26-27
G1	**G1-1**	Governance / Conduct	Corporate culture and business conduct policies	Company Values CSR Strategy	p. 10
	G1-2	Governance / Conduct	Supplier relationship management	Planet / Responsible Procurement / Performance	p. 24
S1	**S1-1**	Workforce	Policies related to own employees	People	p. 16-19
	S1-2	Workforce	Processes for employee participation and dialogue	People / Feedback	p. 18
	S1-4	Workforce	Actions and resources related to employees	People	p. 17-19
	S1-6	Workforce	Characteristics of the company's workforce	Key figures	p. 8-9
	S1-9	Workforce	Diversity of governance bodies and workforce	People / DE&I	p. 18-19
	S1-13	Workforce	Training and skills development	People / Mobility	p. 16
	S1-14	Workforce	Health and safety	People / Well-Being	p. 19
S4	**S4-3**	Consumers	Consumer engagement processes	Purpose	p. 42-53

*Disclosure Requirements: under the CSRD framework, this term refers to the information to be declared in the sustainability report. Each DR is accompanied by mandatory or optional indicators.

Thank you for reading us this far!

If, like us, you are convinced that the most robust ecosystems are the fruit of cooperation, then let us work together.

We would be delighted to co-write the next pages of our sustainability journey alongside you!

Empowering everyone to live fully.
Since 1953, our story has been written with passion around one clear and constant mission: to deliver innovative health solutions for everyone, at every stage of life.

BIOCODEX
Driven by life, dedicated to life

22, rue des Aqueducs
94250 Gentilly - France

www.biocodex.com