

2025 CSR REPORT



BE
LIVE
ACT

WELL

CONTENTS

02 FOREWORD
Isabelle Van Rycke

03 UPSA
A healthcare model for the
benefit of all

04 UPSA
A demanding certification for a
committed company

05 PILLAR 1
BE WELL

10 PILLAR 2
LIVE WELL

15 PILLAR 3
ACT WELL

FOREWORD

At UPSA, we make choices.

Demanding choices. Meaningful choices. Choices that define who we are. Beyond our core mission of improving health and well-being, we embrace a broader ambition: to help build a more sustainable future by taking responsibility for what is within our reach.

Our first choice is to strengthen France's health and industrial sovereignty. Manufacturing 100% of our medicines in Agen, France, is a strong commitment. In 2025, UPSA became the first pharmaceutical company to obtain the Origine France Garantie certification for its entire portfolio of medicines. This recognition acknowledges a commitment we have upheld for many years. More importantly, it reflects our conviction that an industry firmly rooted in its local community is more responsible, more resilient and better able to meet patients' needs.

This commitment is built on more than 90 years of history in Agen and guided by a clear vision: an industrial model that contributes to social cohesion while reducing its environmental footprint.

Our second choice is to strengthen our commitment to pain management. As a long-standing leader in this field, UPSA has a particular responsibility to address a major public health issue that still too often remains underestimated. In 2025, the creation of the UPSA Institute for Pain marked a significant milestone, bringing together expertise, supporting innovative initiatives and uniting all those committed to improving pain management, closer to both clinical practice and patients' everyday experiences.

Through this commitment, we work alongside our partners to develop complementary approaches, including non-pharmacological solutions, with the aim of improving care pathways and enhancing patients' quality of life. We also choose to stand alongside the people who contribute to UPSA's success every day. We support our employees through meaningful and tangible measures: guaranteeing full salary continuation during maternity and paternity leave, extending paid paternity leave beyond legal requirements, and providing dedicated support through the key moments that matter most in life.

Because it also means recognising realities that have long been overlooked. It means addressing women's specific health needs—whether related to endometriosis, peri-menopause, menopause or other conditions that have remained largely invisible for too long—and providing appropriate workplace support.

Finally, we choose to be a company that does more than adapt to change we strive to drive it. In the areas of gender equality and inclusion, our responsibility is clear: to continuously improve our practices and, in our own way, help raise standards by taking concrete action to promote equal pay and equal opportunities for career advancement.

Because what is ultimately at stake is essential: trust. The trust of our employees. Our partners. And our patients.

These choices are our responsibility. They are also our pride. They reflect a simple conviction: lasting change comes through action. By acting, we transform practices over time and demonstrate, in concrete terms, that responsible and sustainable models of growth are not only possible they are achievable.

Isabelle **VAN RYCKE**
President and CEO of UPSA



A HEALTHCARE MODEL FOR THE BENEFIT OF ALL

UPSA AT A GLANCE

6 PRODUCT CATEGORIES

PAIN AND FEVER

VITALITY AND WELL-BEING

SLEEP DISORDERS

DIGESTIVE HEALTH

WINTER AILMENTS

WOMEN'S HEALTH AND WELL-BEING

10 SUBSIDIARIES AROUND THE WORLD

1st private employer in Lot-et-Garonne

+ **2000** employees

72 distributor countries

€511 million in net sales in 2025

90 years of innovation

OUR MISSION

BE WELL

*Every day, we are committed to improving the well-being of our consumers.
Through responsible and safe products that support healthier lives.*

LIVE WELL

*Every day, we strive to build a fairer and more inclusive society.
For a better future.*

ACT WELL

Every day, we put people at the heart of everything we do.

As part of our Conquête UPSA 2027 growth strategy, we developed the Sustainable Pact: a structured roadmap designed to strengthen our positive impact on society and the environment.

This Pact reflects our commitment to taking meaningful action for more responsible healthcare, a more sustainable planet and a more inclusive society.



ROOTED IN FRANCE, DRIVEN BY OUR IMPACT

THE RIGOUR OF ORIGINE FRANCE GARANTIE CERTIFICATION AND THE IMPACT OF B CORP CERTIFICATION

For 90 years, UPSA has manufactured in France. By choice.

Every medicine produced in Agen activates far more than a production line: it brings an entire ecosystem to life—local jobs, preserved know-how and a stronger economic fabric.

Today, this conviction is recognised through two certifications—tangible proof of our commitment: one providing a demanding framework that supports our belief, the other measuring our positive impact on society.

Origine France Garantie certification: tangible proof of our French industrial roots. For our stakeholders, it provides a concrete guarantee of quality, traceability and transparency throughout the value chain, while contributing, in our own way, to France's health sovereignty.



**Guaranteed French Origin*



B Corp certification: our impact compass. It provides a rigorous framework for measuring our overall impact. It helps us ensure that our model creates value that is fairly shared among all our stakeholders—employees, local communities, patients and civil society—and that it truly serves the common good.

PILLAR 1

BE WELL

ADVANCING HEALTH AND WELL-BEING FOR ALL

Because health is at the heart of well-being, UPSA is committed to improving quality of life for people of all ages. By developing accessible and responsible healthcare solutions, we support those who rely on our products every day. More than a pharmaceutical company, we are committed to creating a lasting, positive impact on the health and well-being of everyone.

SUSTAINABLE DEVELOPMENT GOALS



➤ **UPSA PAIN INSTITUTE:** IMPROVING PATIENTS' QUALITY OF LIFE THROUGH INNOVATIVE THERAPEUTIC SOLUTIONS—BOTH PHARMACOLOGICAL AND NON-PHARMACOLOGICAL—AND INCREASINGLY INNOVATIVE SUPPORT SERVICES.

➤ **WOMEN'S HEALTH:** NATURAL, EFFECTIVE AND SCIENTIFICALLY PROVEN WELL-BEING SOLUTIONS TO SUPPORT WOMEN AT EVERY STAGE OF LIFE, IN LINE WITH OUR COMMITMENT TO TRANSPARENCY.

PAIN: A SHARED COMMITMENT

UPSA has built recognised expertise based on a holistic and complementary approach to improving patient care. We provide tailored pharmacological and non-pharmacological solutions, while developing innovative therapeutic approaches—such as digital health and virtual reality in collaboration with our partners. Because we firmly believe that, together, we can help reduce the burden of pain.

THE UPSA PAIN INSTITUTE: A COMMITMENT TO FIGHTING PAIN



With the creation of the UPSA Pain Institute (UPI), we are taking our long-standing commitment to fighting pain to the next level. The Institute formalises our ambition to bring together and engage a community of professionals dedicated to improving pain management. With one clear objective: to take meaningful action for and alongside patients and ultimately, to improve their quality of life. Simply.

PUTTING PATIENTS AT THE HEART OF CARE

The UPSA Pain Institute is a corporate foundation serving the public interest.

Its mission: to place patients at the heart of everything it does by supporting healthcare professionals in adopting new therapeutic approaches, fostering the development of non-pharmacological therapies, and backing innovative and community-led initiatives that help improve the support provided to people living with pain.

What makes the UPSA Pain Institute unique?

Its Scientific Committee brings together around fifteen experts from a wide range of disciplines. Through the diversity of their backgrounds and perspectives, its members provide a comprehensive, rigorous and committed vision of pain management, driving innovation, improving the quality of care and ultimately serving the best interests of patients.

CHANGING PERSPECTIVES: WORLD PAIN DAY



18 October 2025 – World Pain Day. An opportunity for UPSA to bring together more than 150 people united by the same commitment including healthcare professionals, start-ups and patient associations for a unique event at the Palais Brongniart in Paris: “Pain: Exploring Our Limits and Breaking Down Barriers.” The objective: to raise awareness and deepen understanding of the complexity of pain in order to improve its management. The programme featured inspiring talks by astronaut Claudie Haigneré, former rugby international Fabien Pelous and intensive care physician Dr Denis Graff, alongside an expert forum, immersive experiences and demonstrations of innovative complementary solutions developed with our partners.

The outcome? A new perspective on pain, shared with those who treat it, live with it or challenge it every day. A day that united us in a common commitment to advancing pain care.

PAIN: A SILENT ENEMY

Pain is the leading reason for medical consultations, yet it too often remains unspoken in France. It continues to be underestimated, insufficiently assessed and treated too late. Its impact, however, is profound: social isolation, job loss, exclusion, anxiety, depression, sleep disorders and cognitive impairment. Around 70% of people living with chronic pain experience psychosocial consequences. Beyond being a healthcare issue, pain is a major societal challenge.

PAIN IN 3 KEY FIGURES

- **23 million people** in France are living with chronic pain
- **70%** do not receive appropriate care
- **1 in 2 patients** experiences a reduced quality of life

Source: 2025 Pain Barometer – OFDA / Analgesia



Interview with
Murielle Escalmel
Secretary General of the UPSA Foundation

Behind every pain, there is a person whose daily life has been profoundly affected. At the UPSA Pain Institute, we are committed to driving practical solutions and bringing together everyone who shares the ambition of improving the care journey and quality of life of people living with pain.

A HOLISTIC APPROACH TO PAIN

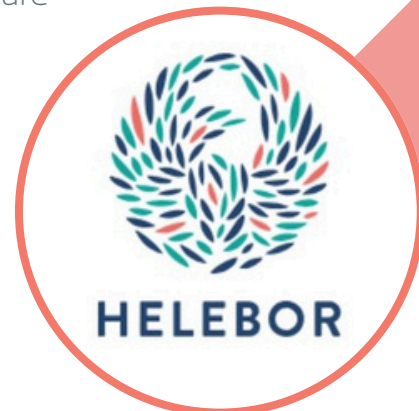
Pain requires a comprehensive, holistic approach to care. That is why UPSA works closely with associations and start-ups to support innovative complementary solutions.

Our goal: to ensure that every patient has equitable access to effective pain management throughout their care journey.

INNOVATIVE NON-PHARMACOLOGICAL THERAPEUTIC SOLUTIONS DEVELOPED BY UPSA'S PARTNERS

HELEBOR

Innovation Incubator for palliative care



RESEARCH

Remedee Labs

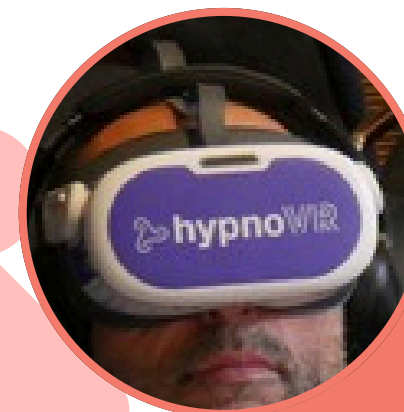
Millimetre-wave wristband for the relief of fibromyalgia and osteoarthritis symptoms



PATIENT CARE

Hypno VR

Virtual Reality Hypnosis Device to reduce pain and postoperative stress



LIVING WITHOUT PAIN?

AFVD Francophone Association for Overcoming Pain

Compassionate, person-centred support for patients in distress.



DIAGNOSIS

Institut Analgésia

Research Centre dedicated to innovative approaches to Chronic Pain



FOLLOW-UP

Agir pour le Cœur des Femmes*

Agir pour le Cœur des Femmes is driven by a single ambition: to reduce the burden of cardiovascular disease in France.



E-Nable

3D-printed custom prostheses and everyday objects designed to improve the daily lives of people with disabilities.



FURTHER STRENGTHENING OUR COMMITMENT TO WOMEN'S HEALTH

Commitment means taking concrete action to advance the causes we stand for. Menopause is one of them—a cause UPSA has chosen to champion. Every woman experiences it at some point in her life. It has a significant impact on health and requires a multidisciplinary approach to care. Yet it remains a social taboo, surrounded by misconceptions and silence. In other words, (peri)menopause is not only a public health issue but also a societal challenge.

A MAJOR PUBLIC HEALTH ISSUE AND A SOCIETAL CHALLENGE

What does menopause mean in France? Every year, around **500,000 women** enter menopause. The symptoms? Hot flushes, night sweats, genitourinary symptoms, joint pain, chronic fatigue and mood disorders. **Around 8 in 10** women experience at least one of these symptoms. What are the consequences? First and foremost, for women's health, with an increased risk of cardiovascular disease and osteoporosis. But menopause also affects their daily lives. Too often, these symptoms remain unspoken. Too often, their impact despite being potentially debilitating is overlooked and insufficiently recognised.

These symptoms inevitably affect women's quality of life not only in the workplace, where they can lead to missed promotion opportunities, reduced income and even early retirement, but also at home and in their social lives. They also place a significant burden on society when appropriate care and support are lacking. This impact can last for many years, as (peri)menopause unfolds in two stages, with symptoms that may persist for up to **10 years**. The issue is therefore far-reaching. Beyond being a major public health issue, it is also a societal challenge: encouraging a shift in attitudes and perceptions to improve the lives of women experiencing (peri)menopause.

MENOPAUSE IN 3 KEY FIGURES

14 million women affected by menopause in France*

8 in 10 women experience at least one symptom**

20-25% of women experience severe symptoms that significantly affect their quality of life***

* INSEE - 2023

**Les Echos Études - « Le marché de la ménopause, édition 2024 »

***Données INSERM- Ménopause - Inserm, La science pour la santé

BRINGING MENOPAUSE INTO THE PUBLIC CONVERSATION

At UPSA, we believe that the lack of visibility of menopause in society undermines women's well-being and workplace inclusion. That is why we support a range of measures aimed at improving recognition of this natural stage of life and its impact on women's health and everyday lives:

- **The systematic inclusion of menopause in France's national preventive health check-ups.** After supporting this initiative, we welcomed its adoption under the 2026 Social Security Financing Act (LFSS), which now provides for a dedicated consultation for women aged 45 to 65.
- **Greater action within the workplace.** We also support the creation of a certification recognising organisations that implement proactive policies to support employees experiencing menopause, similar to the Menopause Friendly Accreditation programme in the United Kingdom.

As part of this commitment, UPSA was invited to contribute to the French government's menopause mission in April 2025. This work informed the report Menopause in France: 25 Proposals to Finally Turn Ambition into Action.

The objective: to make menopause a public health priority in France.

SUPPORTING WOMEN IN THE WORKPLACE

At UPSA, employees experiencing menopause are offered a personalised preventive health consultation from the age of 45, providing tailored guidance and support.

We also partner with OMENA, a leading menopause support app, and have conducted a large-scale pilot involving 45 employees to assess its benefits in the workplace.

As part of our broader commitment to women's health and well-being, **UPSA also provides one fully paid menstrual leave day per month for employees living with endometriosis.**



DRIVING LASTING INCLUSION AND ACCESS TO CARE

LEARNING FROM ONE ANOTHER

Because employment is a powerful driver of inclusion, UPSA regularly welcomes people with disabilities into the workplace through partnerships with the Arche en Agenais association and by taking part each year in DuoDay during the European Week for the Employment of People with Disabilities (EWEPD).



For some, it is an opportunity to discover the world of work, refine their career aspirations or gain a better understanding of different professions. For others, it is a chance to recognise the talents of people with disabilities, celebrate our employees' commitment to diversity and inclusion, and challenge perceptions. Each placement within our teams creates meaningful opportunities for mutual learning and shared experiences. Above all, it is about people coming together and building lasting connections.

DUODAY: A FIRST STEP TOWARDS INDEPENDENCE

Every year, UPSA proudly takes part in DuoDay—and every year, the experience proves equally rewarding for everyone involved. In 2025, 20 UPSA employees welcomed **11 participants**, working together in pairs and small groups to explore our operations across our Agen sites. The programme included tours of our manufacturing facilities, an introduction to industrial logistics and warehouse operations, and an immersive experience in our Quality Control laboratories.

The result? Inspiring and enriching days that may well spark future career ambitions. We look forward to taking part again next year.

PUSHING BACK THE BOUNDARIES OF EXCLUSION

Facilitating access to healthcare—even beyond our national borders—is an integral part of our role as a healthcare company. This is the purpose of our partnership with the AR MADA association, which delivers healthcare support in two remote and underserved regions of Madagascar.

For the past two years, UPSA has been proud to support the volunteer teams of AR MADA, whose unique mission is to bring healthcare to some of Madagascar's most remote communities. Their work takes them to places where few healthcare professionals are able to reach, including along the Tsiribihina River in the west and the Pangalanes Canal in the east. For nearly two weeks, deep in the Malagasy bush, medical teams travel in complete autonomy by minibus, barge and traditional canoe to reach isolated villages. By carrying out a mission every two months, the association provides continuous medical follow-up and helps improve access to healthcare in regions facing significant healthcare inequalities.

6 MEDICAL MISSIONS TO THE REMOTE REGIONS OF MADAGASCAR

In 2025, the NGO carried out six medical missions, made possible by the commitment of 487 healthcare professionals from a wide range of specialties, including general practitioners, paediatricians, dentists, dermatologists, gynaecologists and ophthalmologists. In total, nearly **30,000 consultations** were provided, delivering medical care, medicines and health advice directly to local communities. Founded in 1999, AR MADA brings together nearly 5,000 volunteer healthcare professionals who provide sustainable, long-term medical follow-up to these underserved communities, year after year.



PILLAR 2

LIVE WELL

REDUCING OUR IMPACT, PROTECTING OUR FUTURE

Protecting the environment means safeguarding a sustainable future for generations to come. In the face of climate change, we have a responsibility to act now. We are reducing our emissions, optimising the use of resources and embedding eco-design principles into our products. Every action matters: by innovating and rethinking the way we work, we are helping to build a more sustainable future.

SUSTAINABLE DEVELOPMENT GOALS



OUR 2030 AMBITIONS

- **20% REDUCTION IN WATER CONSUMPTION BY 2030 (VS. 2020)**
- **100% OF OUR SECONDARY AND TERTIARY PACKAGING, AS WELL AS POS MATERIALS, RECYCLABLE, RECYCLED OR BIO-BASED**
- **25% REDUCTION IN WASTE GENERATED AT OUR MANUFACTURING SITES BY 2030 (VS. 2021)**
- **100% OF PACKAGING FOR NEW PRODUCTS DESIGNED ACCORDING TO ECO-DESIGN PRINCIPLES**
- **CONTRIBUTING TO COLLECTIVE CARBON NEUTRALITY FOR OUR DIRECT GREENHOUSE GAS EMISSIONS**

OUR CLIMATE COMMITMENTS

THE HEALTHCARE SECTOR IN 3 KEY FIGURES

8 % of France's greenhouse gas emissions

29% attributable to pharmaceutical procurement

The healthcare sector's **largest source of emissions**

Source : The Shift Project 2023

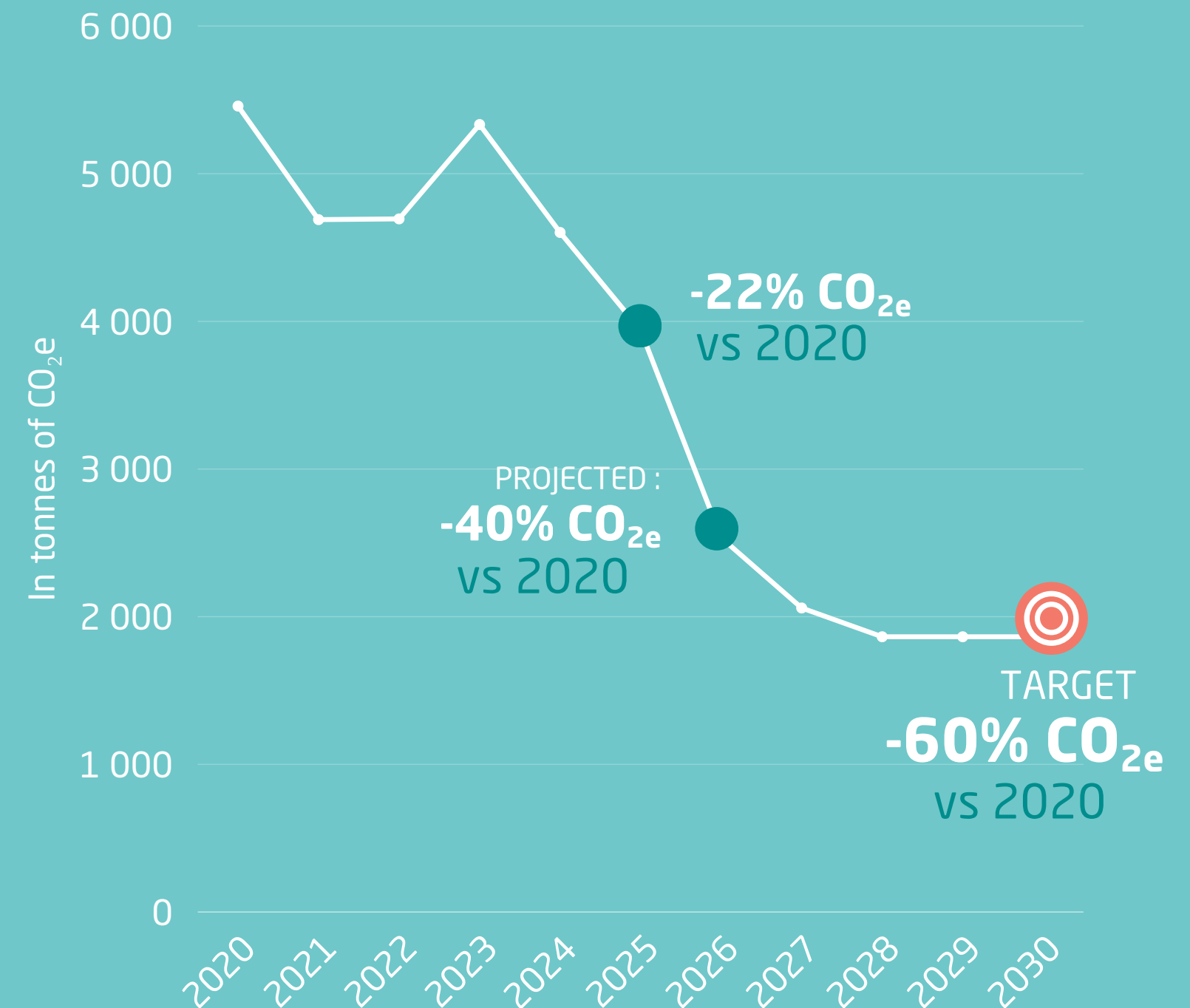
OUR PRIORITY: REDUCING OUR EMISSIONS!

We are fully committed to climate action. Our first priority is to decarbonise our operations by reducing emissions from our manufacturing sites. In this regard, connecting our Agen facilities to the district heating network at the end of 2025 has been a major milestone. Beyond significantly accelerating our decarbonisation efforts, it also reflects the strong, mutually beneficial relationship UPSA has built with the local area, and more broadly with the Lot-et-Garonne region and Nouvelle-Aquitaine.

Through its Sustainable Pact, UPSA has committed to achieving collective carbon neutrality for its direct CO₂ emissions (Scopes 1 and 2) by 2030, including a **60% reduction over 10 years**. The initiatives already implemented, such as the thermofrigopump, are delivering tangible results: in 2025, we achieved a **22% reduction, keeping us firmly on track to meet our target**.

Looking ahead, our projections point to an even faster pace of decarbonisation, driven by a flagship project developed in partnership with the Greater Agen Authority: the District Heating Network. This initiative is already expected to reduce our greenhouse gas emissions by **40% by the end of 2026**.

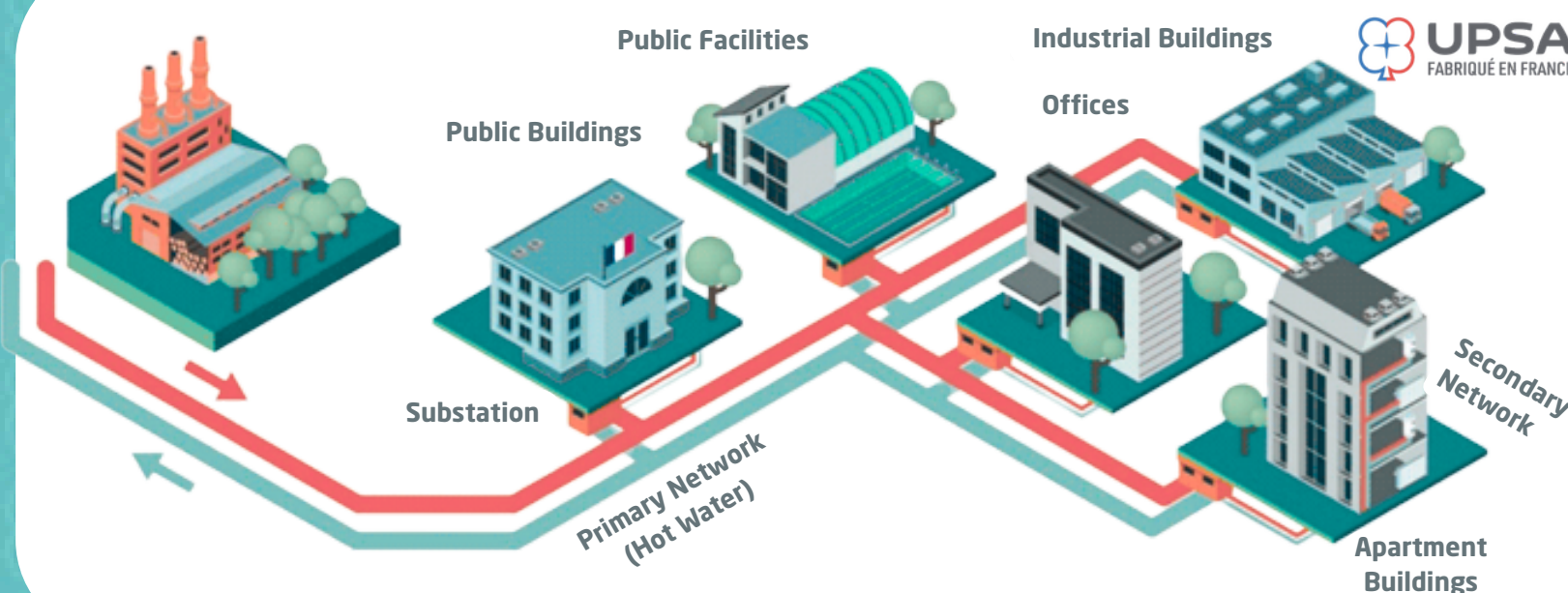
DECARBONISATION PLAN FOR OUR MANUFACTURING SITES



OUR CLIMATE COMMITMENTS

THE DISTRICT HEATING NETWORK: A WIN-WIN DECARBONISATION INITIATIVE

At UPSA, we often say that being part of a region means growing alongside it and helping it grow in return. The District Heating Network is a powerful example of this shared commitment. Through this project, the Greater Agen Authority is reducing its greenhouse gas emissions by more than 30%, in line with its Climate, Air and Energy Plan (PCAET). By connecting our manufacturing sites to the network, UPSA is also helping to decarbonise the region while significantly improving its own carbon footprint. Compared with the previous use of natural gas, the project will reduce our greenhouse gas emissions by 80%. Overall, UPSA expects to cut emissions **by around 1,500 tonnes of CO₂e each year—representing more than 30% of our direct emissions from our manufacturing sites. A truly transformative milestone in our decarbonisation journey.**



JOINING FORCES ACROSS THE REGION TO DRIVE DECARBONISATION AND PROMOTE LOCAL AGROECOLOGY



Lot-et-Garonne is where UPSA was born more than 90 years ago. This deep-rooted connection is part of our identity. It is also a land shaped by agriculture. That is why supporting the people who cultivate and sustain our region comes naturally to us. In particular, we are proud to support the agroecology project based in Saint-Antoine-de-Ficalba, just north of Agen.

Healthcare and agriculture may seem like two very different sectors. Yet they are united by a shared connection to the region and a common commitment to building a more sustainable future. That is why, through its B Corp community, UPSA has partnered with Agoterra, a mission-driven company specialising in financing high-impact agroecology projects. Together, we support certified, measurable initiatives led by committed farmers who are driving the transition to more sustainable agricultural practices.

This partnership led us to Laurent, a farmer in Lot-et-Garonne who is committed to transitioning towards more sustainable farming practices. Supported on the ground by AGRO D'OC, an agricultural cooperative, he is progressively adapting his production methods to build a more responsible and resilient farming operation. **His objective is to reduce and sequester 818 tonnes of CO₂e on his farm by 2028.**

By supporting this Low-Carbon Label project, UPSA is contributing to its ambition of achieving collective carbon neutrality for its direct emissions by 2030. Beyond its climate impact, the initiative also strengthens social cohesion and supports the long-term resilience of the local region.



ECO-DESIGN: DRIVING SUSTAINABLE IMPACT

A second key lever in our fight against climate change is reducing the environmental footprint of our products. To achieve this, UPSA is pursuing a twofold approach: collaborating with public authorities on the development of an Ecoscore and advancing the eco-design of its products, delivering significant improvements for selected Efferalgan and Fervex product lines.

TAKING ECO-DESIGN FURTHER

In addition, UPSA is optimizing two major contributors to the carbon footprint of its medicines: their formulation and their packaging. Guided by a simple principle: the most sustainable material is the one that is never produced. This is where UPSA's innovation truly makes a difference. First, by redesigning long-established formulations to use fewer raw materials, while maintaining the same standards of efficacy, safety, and quality. Second, by reducing packaging weight to minimize waste generation.

This optimization work was carried out in 2025 on selected products from the Dafalgan, Efferalgan, and Fervex brands. The results are significant. For example, on our flagship Efferalgan effervescent tablets in tubes, we achieved a substantial reduction in tablet size (20% to 50% smaller), tube weight (more than 35% lighter), and carton packaging weight (more than 20% lighter). Overall, these improvements in the manufacturing and packaging of our medicines reduce UPSA's greenhouse gas emissions by approximately 7,400 tonnes of CO₂e—equivalent to around 4,600 return flights between Paris and New York.

THE LIFE CYCLE OF OUR PRODUCTS

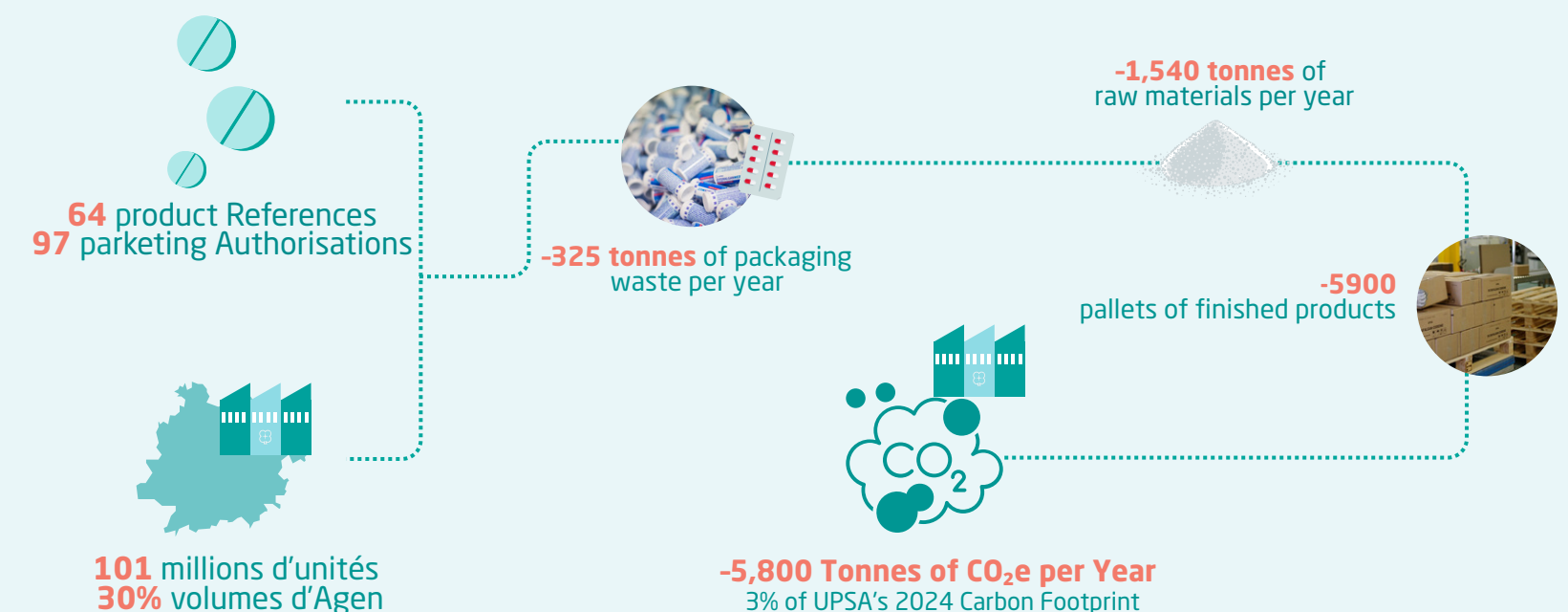
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of the products manufactured at our Agen sites are **eco-designed** (by volume)

Eco-designing our effervescent medicines without compromising efficacy...



...enabling a significant **reduction** in the carbon footprint of our medicines



UPSA AT THE FOREFRONT OF ECOSCORE TESTING

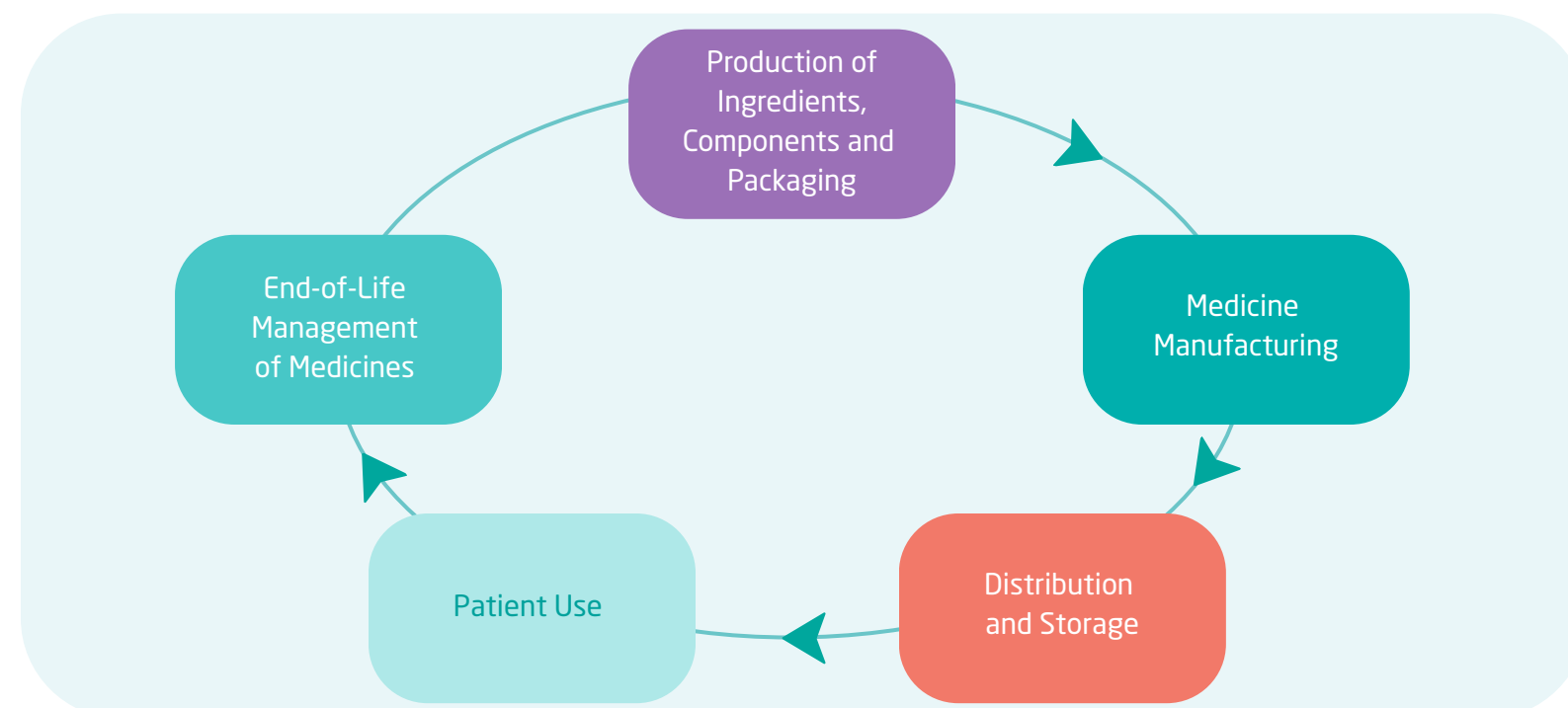
From August 2026, the integration of an environmental criterion will become mandatory in public procurement. To support implementation in the hospital sector, the French Directorate General for Enterprise (DGE) has developed a standardized methodology for assessing the carbon footprint of medicines, resulting in an Ecoscore. The aim is to encourage hospitals to adopt more responsible purchasing practices and to support healthcare professionals in advancing a more sustainable approach to patient care.

UPSA volunteered to pilot the methodology on a selection of products in order to refine and validate the approach. Through this proactive initiative, UPSA is actively contributing to the development of a more sustainable healthcare system and will be able to provide Ecoscores for these products.

SPOTLIGHT

ECOSCORE: ASSESSING THE CARBON FOOTPRINT OF A MEDICINE

To calculate the carbon footprint of a medicine, every stage of its life cycle must first be identified. The assessment is then based on quantifying the greenhouse gas emissions associated with each key stage of the medicine's life cycle.



AN INNOVATIVE SOLUTION TO OPTIMIZE WATER CONSUMPTION

Since October 2024, UPSA has taken a new step in the responsible management of natural resources by commissioning innovative water recovery systems on three air handling units (AHUs) at its Gascogne manufacturing site. A first for the pharmaceutical industry, this initiative demonstrates UPSA's commitment to sustainable water management.

These systems can recover up to 15,000 litres of water generated through the condensation of moisture from the air—a resource that would otherwise be discharged into the sewer system. The recovered water is then reused to supply the site's evaporative cooling systems, which are among its largest consumers of water.

The impact is significant: an estimated 1,500 m³ of water saved each year, equivalent to half an Olympic-size swimming pool.

The recovery potential could be doubled by connecting additional air handling units (AHUs) to these systems. UPSA will therefore continue to assess opportunities to extend this initiative to other technical areas across the site.

At the same time, UPSA is exploring additional solutions to maximize the reuse of industrial water. In particular, the company is assessing the recovery and reuse of equipment wash water, which alone accounts for 60% of the manufacturing sites' water consumption.

A PARTNERSHIP WITH THE WATER FAMILY ASSOCIATION



In 2025, we supported environmental awareness initiatives through our partnership with the Water Family association, whose mission is to protect water resources, human health, and biodiversity by raising awareness, educating, and providing training.



RESULTS :

- **188 primary school pupils** in the Lot-et-Garonne region raised awareness of water and environmental issues.
- **1 webinar** organized for employees on water-related challenges during Sustainable Development Week (SDW).

PILLAR 3

ACT WELL

COMMITTED TO EMPLOYEE WELL-BEING AND LOCAL VITALITY

Beyond our own operations, we take concrete action to support sustainable development by placing the long-term well-being of our employees at the heart of our organisation. We also actively contribute to the vitality and attractiveness of our local communities by developing partnerships and promoting local sourcing, while strengthening our social impact alongside regional stakeholders. Through this responsible vision of business, we are creating an inclusive, sustainable and fulfilling environment where everyone can engage, thrive and make a meaningful contribution.

SUSTAINABLE DEVELOPMENT GOALS



➤ **STRENGTHENING** THE LONG-TERM WELL-BEING OF OUR EMPLOYEES AT THE HEART OF OUR ORGANISATION.

➤ **EXPANDING** OUR LOCAL SOURCING TO STRENGTHEN THE VITALITY AND ATTRACTIVENESS OF OUR LOCAL COMMUNITIES.

➤ **CBUILDING** PARTNERSHIPS TO STRENGTHEN OUR SOCIAL IMPACT IN LOCAL COMMUNITIES.

OPENING UP NEW POSSIBILITIES!

No one is immune to life's unexpected challenges. They can affect any one of us. In those difficult moments, UPSA is committed to helping employees remain in work. That is why, in 2025, we strengthened our Job Retention programme. Clearer, more robust and better coordinated, this enhanced approach is designed to help employees find a sustainable solution within the company—either by adapting their role or working arrangements so they can remain in their position, or by supporting them in exploring a new career path within the organisation.

TOWARDS MORE BALANCED PARENTHOOD



Parenthood is one of the cornerstones of UPSA's commitment to gender equality in the workplace. Convinced that a better work-life balance depends on a more equal sharing of parental responsibilities, the company has introduced concrete measures to support employees at every stage of their parenting journey.

From the very beginning of pregnancy, UPSA allows the second parent to take a half-day of leave to attend mandatory prenatal medical appointments.

The company also guarantees **100% salary continuation during maternity and paternity leave, with no minimum length of service required. Going beyond legal requirements, UPSA extends paid paternity leave to eight weeks.** This strong commitment encourages a more balanced sharing of parenting responsibilities from the very first days of a child's life.

Because parenthood is also about everyday life, UPSA provides practical solutions to help families balance their responsibilities. **These include reserved nursery places for children aged 10 weeks to 3 years, with no limit on the number of places available, flexible working hours on the first day of the school year for parents of children from preschool through to the first year of secondary school, and enhanced support for parents of sick children, with five days of paid leave fully covered by the company.** In addition, employees with at least one year of service receive a €250 gross allowance to mark key life events such as a marriage, civil partnership or the birth of a child.

Finding solutions tailored to employees facing health challenges is about far more than helping them stay in work. It is about opening up new possibilities. That is precisely the purpose of UPSA's enhanced Job Retention programme. Here is one example.

SUPPORTING EVERY STAGE OF LIFE

15 October 2025. A new three-year agreement on gender equality in the workplace came into effect, reaffirming UPSA's systemic and pragmatic approach. Its ambition remains the same: to foster a fair, respectful and inclusive working environment.

Parenthood, family-related leave (birth, adoption, bereavement, caring for a sick child), pay, health and well-being at work, later careers and ageing at work, recruitment, inclusion and job retention... Because gender equality in the workplace is a multifaceted issue, UPSA has adopted a systemic approach in this new agreement, introducing practical measures to support employees at every stage of life. To create a fairer workplace. And to do the right thing.

UPSA is taking concrete action to promote lasting gender equality through an annual review of the gender pay gap and a dedicated annual budget of **€200,000 to address any unjustified pay disparities.** The company is also strengthening its commitment **to health and well-being at work by introducing paid menstrual leave for employees living with endometriosis, alongside awareness initiatives focused on menopause.**

Finally, UPSA continues to strengthen its commitment to inclusion and job retention for employees with disabilities, **with an employment rate of 6.88% in 2024 above the legal requirement.** Because at UPSA, advancing gender equality means delivering practical solutions that address the real needs of the women and men who make our company what it is every day.

JOB RETENTION AT UPSA: THREE KEY FIGURES

- **65** employees supported in 2025
- Including **17** employees supported through career transitions
- **+155%** increase in funding granted in 2025

ACTING, SHARING, CELEBRATING...

Committed and talented our people truly are. They demonstrate it every day in their work, and beyond. At UPSA, we are proud to shine a spotlight on them, whether during the celebration of our 90th anniversary in 2025 or through our AGIR programme. Because it is this collective wealth of talent and commitment that defines UPSA today—and will continue to do so tomorrow.

AGIR PROGRAMME: SUPPORTING EMPLOYEES WHO MAKE A DIFFERENCE

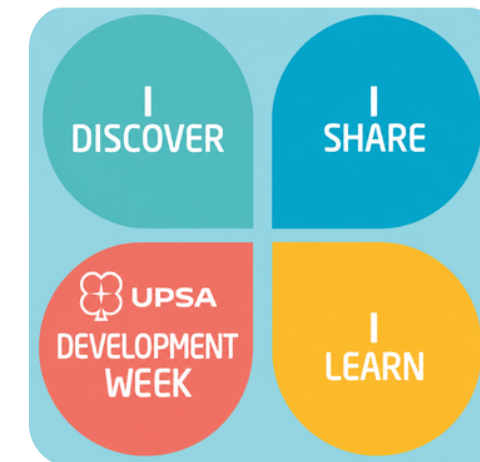


A shared culture is built through unifying events such as the celebration of our 90th anniversary, but also throughout the year. In this respect, the AGIR programme is a great opportunity to showcase the commitment of our employees by supporting their personal initiatives. How does it work? Whether they are sports enthusiasts taking on a sporting challenge, aspiring entrepreneurs looking to launch or grow a business, or volunteers actively involved in charities, the profiles are as diverse as the initiatives they bring forward.

In 2025, one project particularly resonated with us: an initiative led by one of our employees, a Team Leader within the Guyenne Business Unit in Agen. The project aimed to build a house to accommodate four families, along with a sports and recreational facility for children in Tayzelt, Morocco. It is being carried out by the Solidarité Séisme Atlas association, created in the aftermath of the 2023 High Atlas earthquake to support the reconstruction of three villages severely affected by the disaster. Above all, it is a powerful illustration of the commitment and generosity demonstrated by our employees. Congratulations to them!



A DAY IN SOMEONE ELSE'S SHOES: REDISCOVERING THE WORKPLACE



“Even though we work for the same company, we don’t necessarily know what the colleague next to us does.” It’s a widely shared reality. That is why UPSA launched its Development and Careers Week, with one clear objective: to help employees discover the company’s hundreds of roles and thousands of learning opportunities. **In doing so, the programme opens up new career paths, enabling our people to grow within their current role or explore new ones. Over five days, employees attended conferences led by career development experts on topics ranging from the impact of artificial intelligence on healthcare professions to HR development programmes, including vocational qualifications (CQP), recognition of prior learning (VAE) and skills assessments.**

Employees could also sign up in advance for a Day in Someone Else’s Shoes at Work. For one day, an employee welcomed a colleague into their role, offering them a first-hand experience of their daily work—and perhaps even inspiring a new career path. In total, more than 700 employees took part in this week of learning, discovery and inspiration.

KAIZEN AWARDS: CELEBRATING INNOVATION THROUGHOUT THE COMPANY

In 2025, **the Kaizen Awards** continued to build momentum by recognising employees’ continuous improvement initiatives. Inspired by the Japanese concept of Kaizen—meaning “change for the better”—the programme encourages every employee to contribute ideas and drive continuous improvement.

Organised around six categories—Commercial Innovation, Product & Marketing Innovation, Operational Excellence, CSR, Simplification and Cost Optimisation the awards have reinforced their role as a unifying initiative across the company. Winners were selected equally by employees and the Executive Committee.



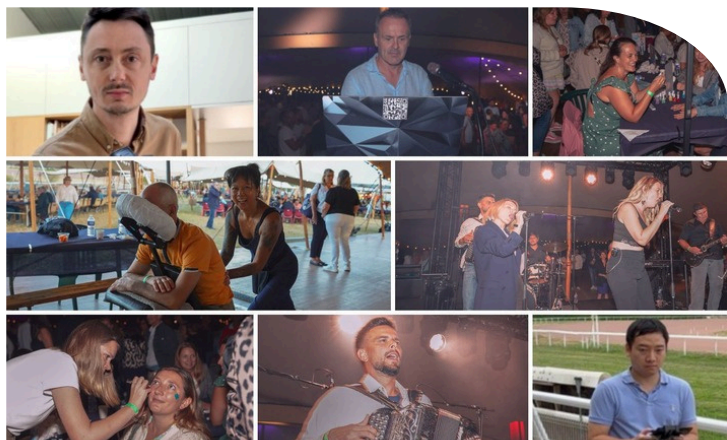
The 2025 Kaizen awards ceremony, held in Agen as part of the company’s 90th anniversary celebrations, once again highlighted the collective commitment and innovative spirit of our teams:

- **94 projects** submitted
- **19 finalist** projects
- More than **13 projects entered** in the CSR category
- More than **170 employees** recognised

SHOWCASING THE TALENT OF TODAY AND TOMORROW

By introducing younger generations to its industrial sites and celebrating the talent of its employees during its 90th anniversary—most notably through the UPSA Shamrock Ceremony, which recognizes employees celebrating 10, 20, 30 or 40 years with the company UPSA has made knowledge sharing, transmission and collective commitment core pillars of its corporate culture. This is a tangible way to strengthen its ties with local communities while showcasing the talent that is shaping the company of today and tomorrow.

CELEBRATING OUR TALENT IN OUR 90TH ANNIVERSARY YEAR



90 years !
In 2025, UPSA reached a new milestone—its 90th anniversary. And what a milestone it was! On 28 August, everyone who contributes every day to our company gathered at the Agen racecourse, in the city where UPSA was founded, for a day of celebration. And the guest stars? Our 1,800 employees, at an event created for them and with them! Following an internal call for talent and volunteers, employees were selected to take part in the entertainment or help with the event’s organisation.
In total, **22 employees showcased** their talents through dance, music, singing, drawing and sculpture, or shared their passion for well-being by leading massage and face-painting workshops. The day highlighted the incredible talent within UPSA, but above all, it brought people together. More than anything, it gave us the opportunity to say “**thank you**” to one another.

CELEBRATING OUR TALENT



Through the Shamrock Ceremony, UPSA celebrates the loyalty and commitment of its employees by recognising those marking **10, 20, 30 and 40 years of service with the company.** Held as a dedicated awards ceremony, **this symbolic initiative honours the people who, year after year, contribute to UPSA’s history and growth.** **Each employee celebrating a milestone receives a bracelet bearing the UPSA shamrock, the company’s historic symbol of recognition, knowledge sharing and belonging.**

ATTRACTING THE TALENT OF TOMORROW

There were also many discoveries for the more than 150 middle and high school students welcomed to our industrial sites in Agen as part of the departmental From Company to Company programme, an initiative led by the Lot-et-Garonne Chamber of Commerce and Industry, the Department and the Departmental Directorate of National Education Services.



**From Company to Company*

For its third participation, UPSA opened its doors, sparked conversations and inspired the curiosity of these young visitors. On 20 March 2025, they experienced first-hand what our industry is all about through a day of immersion, discovering our facilities and meeting the passionate people who bring them to life.
For UPSA, however, this goes beyond opening our doors. It is part of our responsibility to build and nurture lasting relationships with our local ecosystem. **That is why we also welcome around 40 apprentices and interns every year. With one ambition: to give young people an opportunity while helping to develop the talent of tomorrow.**



THE FIRST PHARMACEUTICAL COMPANY CERTIFIED ORIGINE FRANCE GARANTIE: FRENCH MANUFACTURING AND SHORT SUPPLY CHAINS

In 2025, UPSA reached a new milestone in its commitment to “Made in France”: we became the first pharmaceutical company to obtain the Origine France Garantie (OFG) certification for our entire portfolio of medicines. A first for the pharmaceutical industry—and yet another demonstration of our commitment to strengthening France’s health and industrial sovereignty.

GOING BEYOND THE PROMISE

Many companies make promises. But how many truly deliver? Since its founding, UPSA has made “Made in France” a strategic choice, at a time when only 30% of the medicines consumed in France are manufactured domestically. Our Origine France Garantie (OFG) certification leaves no room for doubt: 100% of our medicines are manufactured in France. By committing to this demanding certification, we have also chosen transparency ensuring the safety, quality and traceability of our products for patients. Above all, it strengthens the trust that connects us with those who rely on us every day.

A RESPONSIBLE CHOICE



Choosing to manufacture in France is a responsible choice. First, by producing our medicines in Agen, we help ensure uninterrupted access to treatment and eliminate the risk of shortages for patients. Beyond that, UPSA creates both direct and indirect employment, contributing to the social and economic vitality of the Agen region. In doing so, we actively support France’s health and industrial sovereignty.

This commitment also enables us to make our industry more sustainable by taking decisive action to reduce our environmental footprint locally. Finally, “Made in France” resonates internationally as a mark of quality, reflecting the excellence of our know-how, which we bring to more than 70 countries.

ORIGINE FRANCE GARANTIE: HOW DOES IT WORK?

The Origine France Garantie (OFG) certification, officially recognized by the French government, is based on stringent criteria that certify a product is genuinely manufactured in France.

- A product must acquire its essential characteristics in France, particularly during the formulation, manufacturing, quality control and packaging stages.
- At least 50% of its production cost must be generated through activities carried out in France. The two main components of this production cost are **manufacturing operations and the sourcing of raw materials and packaging. At UPSA, this proportion reaches an average of 75%.**

“MADE IN FRANCE” ALSO MEANS SHORT SUPPLY CHAINS THAT SUPPORT LOCAL COMMUNITIES

At UPSA, 80% of our suppliers are based in France. This responsible, locally focused sourcing policy strengthens the company’s regional roots while delivering tangible benefits:

- Supporting local economic vitality by helping create and sustain indirect jobs across the region.
- Reducing our environmental footprint through shorter, more local supply chains.
- Reinforcing the consistency between UPSA’s commitment to Made in France and its responsible sourcing practices.

***The Origine France Garantie (OFG) certification** is awarded by independent certification bodies (AFNOR Certification, Bureau Veritas, FCBA and CERIB) following comprehensive document reviews and on-site audits. It is granted for a period of four years, subject to annual surveillance audits. This rigorous certification process ensures transparency, credibility and trust.*



Interview with Gilles Attaf

President of the Origine France Garantie Association

UPSA is a symbol of French industrial know-how. Being the first pharmaceutical company certified Origine France Garantie is a powerful demonstration of our commitment and loyalty to patients and to France.

CREATING LOCAL IMPACT, TOGETHER WITH OUR REGIONAL PARTNERS

UPSA has always maintained strong ties with the Lot-et-Garonne region. Convinced that a company's success is also built at the local level, we actively support local associations, community initiatives and the people who help bring the region to life every day. Through these partnerships, we contribute to strengthening local vitality, fostering meaningful connections and supporting projects that sustainably enrich our local ecosystem.

HEALTH



CULTURE



SPORT



Milo Bernard

ENVIRONMENT



SUPPORT FOR VULNERABLE COMMUNITIES





UPSA



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