



**FOUNDED**  
**TO SERVE HEALTH**

2021/2022  
Integrated Annual Report

**SERVIER**   
*moved by you*

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# **For the first time, Servier is publishing an Integrated Annual Report**

The 2021/2022 Integrated Annual Report was prepared in accordance with the International Integrated Reporting Council (IIRC) framework. It presents the Servier Group's non-financial data (social, ethical and environmental) alongside and with the same prominence as its economic and financial data.

In addition to the information usually published in our annual report, this year's report includes our model for value creation, a dashboard of key indicators and measurable targets, as well as our contribution to the United Nations' Sustainable Development Agenda.

In 2022, we launched our 2030 Ambition, which is also set out in this report. This document illustrates Servier's strategic vision, as well as its significant impact in society regarding the way it benefits patients and makes the world more sustainable.

We hope you enjoy reading it.

**“At Servier, we are resolutely  
focused on tackling the  
challenges of therapeutic  
innovation.”**

**Olivier Laureau** — President of Servier





**In 2022, the world continued to contend with the aftermath of the Covid-19 pandemic, war broke out in Ukraine leading to profound economic and geopolitical repercussions, and the climate imbalance continued to cause an ever-more dramatic and visible impact.**

Given the succession of crises and the breakdown of established world orders—leading to social, economic, political or environmental imbalance—businesses need to become more proactive, agile and adaptable if they are to remain competitive, continue to grow and fulfill their purpose. As key stakeholders in a changing world, they also need to act responsibly, now more than ever.

In health especially, these new challenges make it necessary to rethink the way we do things. We must take account of the population shifts occurring and the need to open access to health care solutions, as well as the rising cost of innovation, how to upscale new developments, and integrate them into public health systems.

At Servier, we are resolutely focused on tackling these challenges, as we are inspired by our vocation, driven by our values and guided by our long-term vision. We are proud to be governed by a non-profit Foundation, a rare strength in our industry.

We integrated corporate social responsibility into our long-term strategy, Servier 2030, concentrating on innovation and the positive social impact we want to make.

This strategy has already produced results in 2021/2022, which underpins the trajectory of our transformation.

We have enriched our R&D pipeline of projects and drug candidates, achieving greater balance across our therapeutic areas

to develop innovative medicines to treat as-yet unmet medical needs in oncology, neuroscience and immuno-inflammation.

In cardiometabolism, we bolstered our leadership position through an incremental innovation strategy to develop Single Pill Combinations<sup>(1)</sup>, which help patients to adhere their treatment properly.

In oncology, we are effectively realizing our ambition to leverage innovative treatments, concentrating on hard-to-treat cancers, in particular by establishing partnerships or acquiring entities with strong potential.

Our R&D Institute in Paris-Saclay in France will enable us to fulfill our ambition to pursue disruptive and incremental innovation, located within a community that offers such promise to cut the time it takes to develop new medicines.

From a social and environmental perspective, we have made great strides forward, yet our objectives for the future remain ambitious. We made decisions in 2021/2022 that will be pivotal in enhancing our positive impact. We set up a strategic CSR committee and included corporate social responsibility in the by-laws of the non-profit Foundation that governs our Group. Moreover, we set objectives for 2030 across all CSR indicators, including reiterating our target to cut all our direct and indirect greenhouse gas emissions by 25% by 2030.

We also intend to launch a major social responsibility project every three years to supplement our pledge and efforts to advance the common good. The first of these projects will be announced in the first half of 2023.

The way in which we work with and for patients, while offering our people fulfillment, safeguarding their well-being and developing their skills, means that as a business, we inherently have a strong social impact. This is underpinned by our new brand signature, Moved By You, which highlights our driving force, our strength and our unique character. Servier is a Group wholly committed to therapeutic progress to serve patient needs.

<sup>(1)</sup> SPC: treatments that combine several active ingredients in a single pill

# 2021/2022 Dashboard

## 34<sup>th</sup>

leading pharmaceutical group  
worldwide<sup>(1)</sup>

## 3<sup>rd</sup>

leading pharmaceutical group  
in cardiology worldwide<sup>(1)</sup>

## 2<sup>nd</sup>

leading pharmaceutical group  
in hypertension worldwide<sup>(1)</sup>

**Consolidated sales revenue**  
at September 30, 2022

## €4.9 bn

**EBITDA**  
at September 30, 2022

## €859 m

**Share of revenue from brand-name  
medicines invested in R&D each year**

## > 20%

**Employee headcount**  
at September 30, 2022

## 21,400

**Year-on-year reduction in scope 1 and 2  
greenhouse gas emissions<sup>(2)</sup>**

## 7.7%

**Overall engagement score among  
Servier Group employees in 2022<sup>(3)</sup>**

## 4.23/5

<sup>(1)</sup> Source: IQVIA, Analytics Link/World 74 countries – MAT Q3-2022

<sup>(2)</sup> Industrial facilities and R&D in brand-name and generic medicines + Servier, Biogaran and Egis headquarters

<sup>(3)</sup> Annual engagement survey conducted with the Gallup Institute – 2022 Group results

# Independent global pharmaceutical group

At Servier, we draw strength from our independence.

As we are free to make our own strategic decisions and adopt a long-term vision, we are able to fulfill our vocation as a Group **committed to therapeutic progress to serve patient needs.**

We constantly listen to patients and health care professionals, focus on their needs, and place them at the heart of our approach to innovation within virtuous ecosystems. It is by working together that we strive to make a difference to improve health care now and in the future.

We believe in the meaning of our work and strive to make progress every day. We are a pharmaceutical Group focused on advancing the common good.

## Vocation

**Committed to therapeutic progress to serve patient needs.**

## Vision

**Founded to serve health, our Group aspires to make a meaningful social impact for patients and for a sustainable world.**

## Values



**Care**



**Dare to  
innovate**



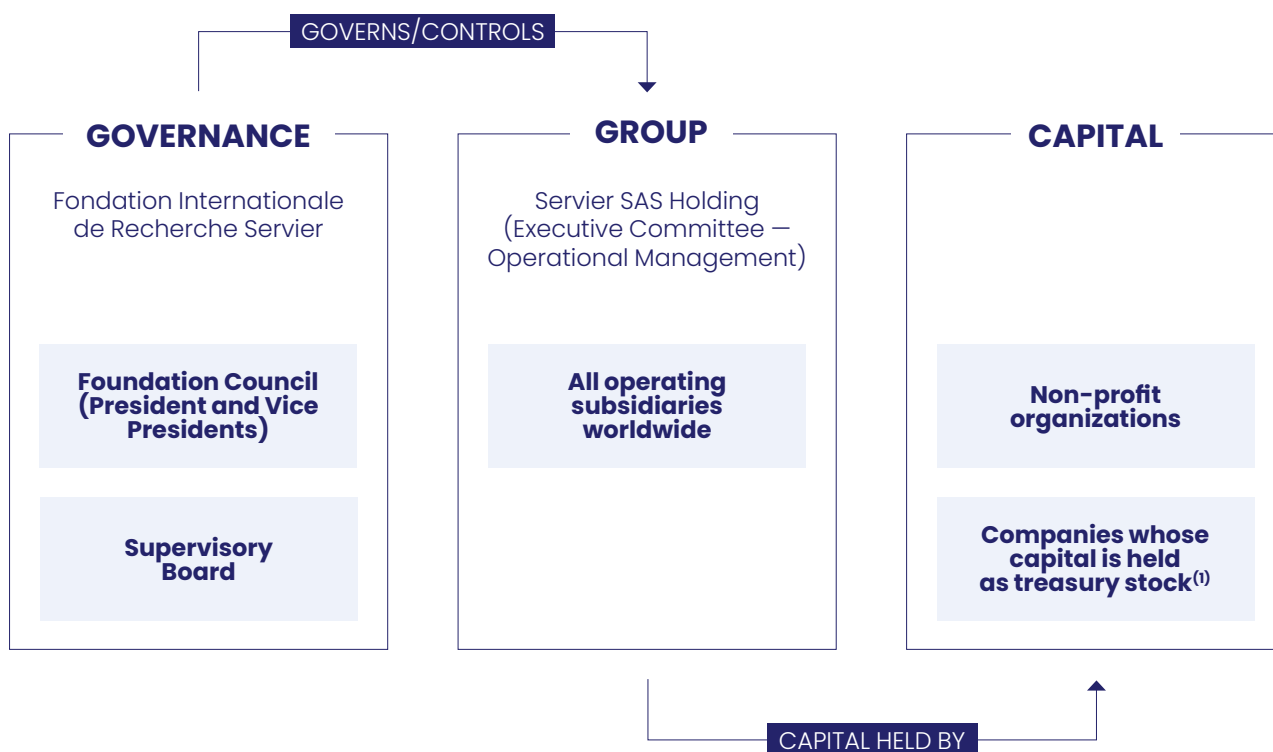
**Commit  
to succeed**



**Grow by  
sharing**

# Governance model

Servier has decided to remain independent by choosing to be governed by a non-profit foundation, the Fondation Internationale de Recherche Servier (FIRS). This mode of governance sets us apart and also represents one of our greatest strengths. It guarantees our independence, sheltering us from shareholder pressure, protecting our long-term vision and supporting our vocation as a Group committed to therapeutic progress to serve patient needs. The FIRS is a non-profit governance foundation without capital, which means we are free to make the strategic choices we believe to be best, as well as reinvest our profit to grow our business and drive progress by developing new treatments for patients. —



<sup>(1)</sup> Legal scheme allowing a company to hold its own capital



# Members of the Executive Committee

The Executive Committee is the body that steers the Servier Group, implements the strategy and oversees operational performance. —



**Olivier Laureau —**  
President of Servier



**Claude Bertrand —**  
Executive Vice President  
Research and Development



**Pascal Brière —**  
Executive Vice President  
Generic Activities



**Virginie Dominguez —**  
Executive Vice President Digital,  
Data and Information Systems



**Philippe Gonnard —**  
Executive Vice President Global  
Product Strategy



**David Hindley —**  
Executive Vice President  
Human Resources



**Siham Imani —**  
Executive Vice President  
Corporate Strategy & Business  
Development



**Arnaud Lallouette —**  
Executive Vice President Global  
Medical & Patient Affairs



**Pascal Lemaire —**  
Executive Vice President  
Finance



**Stéphane Mascarau —**  
Executive Vice President  
World Operations



**Pierre Venesque —**  
Executive Vice President  
Industry

## Presence throughout the world

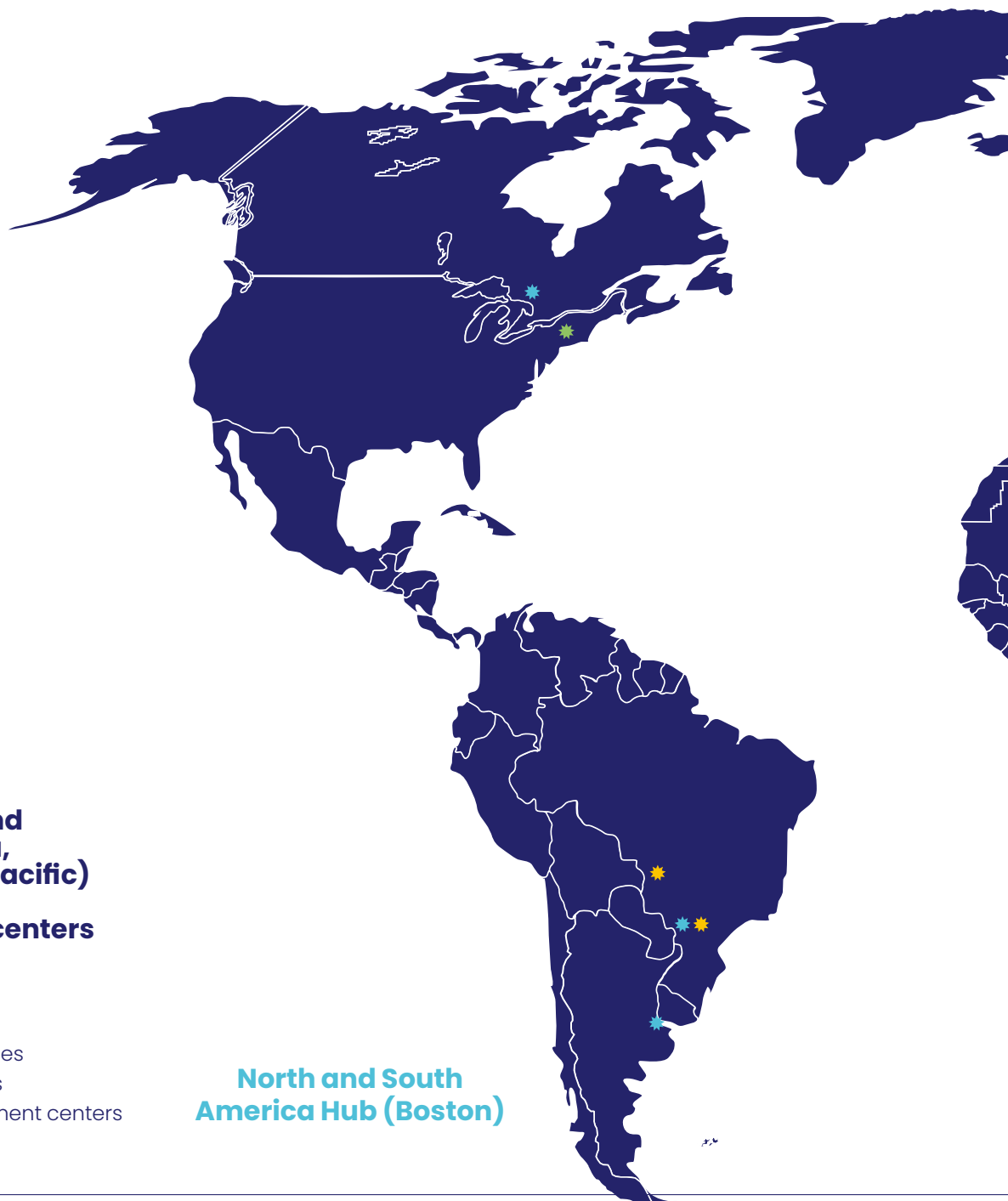
**16**  
production  
facilities

**6**  
research  
centers

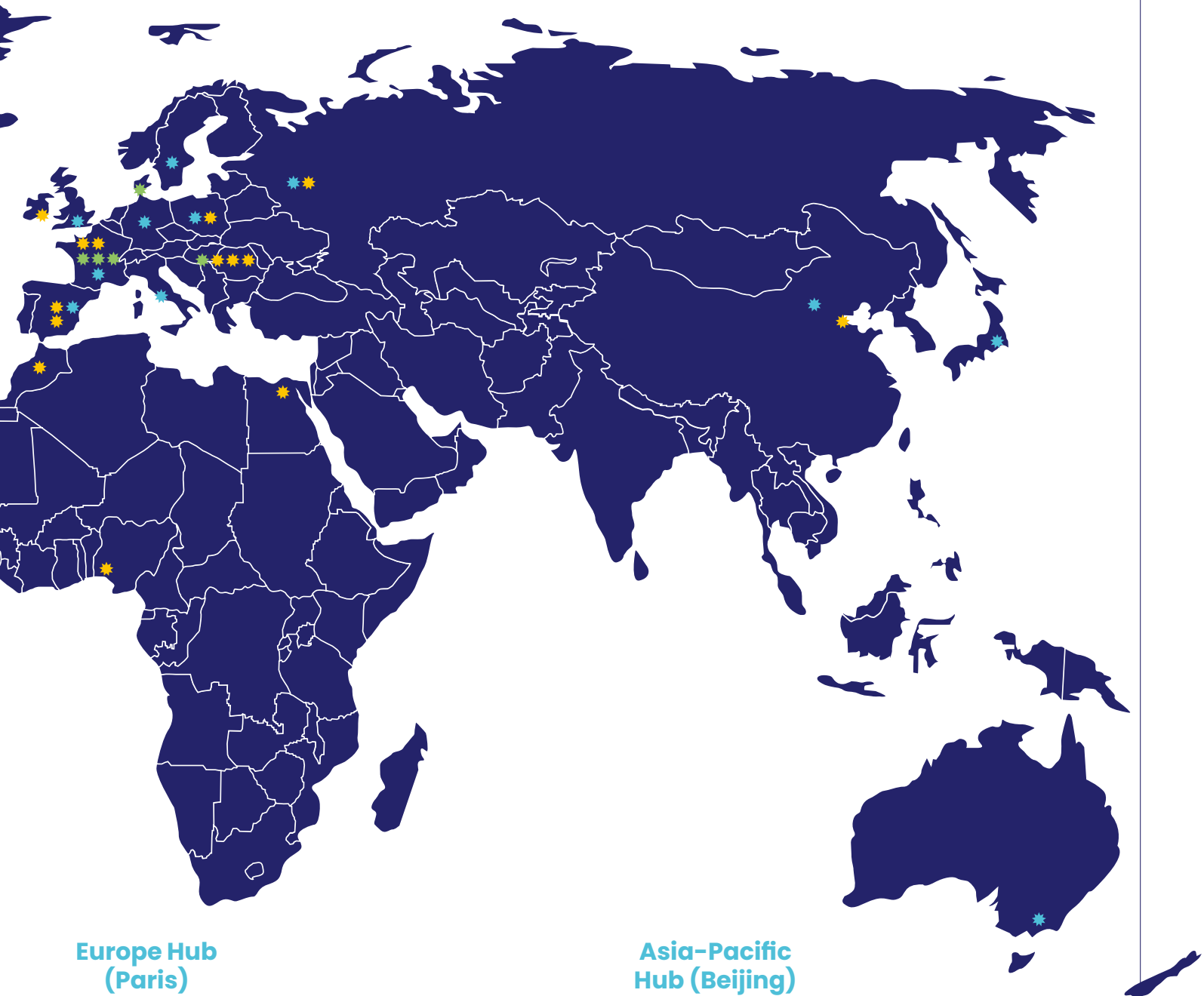
**3**  
hubs (North and  
South America,  
Europe, Asia-Pacific)  
and 15 clinical  
development centers

- ☀ Production facilities
- ☀ Research centers
- ☀ Clinical development centers

North and South  
America Hub (Boston)



# Our medicines treat patients in over 150 countries



# Key events from 2021/2022

**October 2021**

## Pancreatic cancer: a new treatment available for patients in Argentina and China

→ In October, Servier announced it was launching a new treatment for patients with metastatic pancreatic cancer in Argentina. It is the first country in Latin America where Servier has launched a drug for this kind of cancer. This treatment also obtained authorization in China in April 2022.

Pancreatic cancer is considered to be the most lethal cancer of all, as there are no telltale signs, a high proportion of malignant tumors and very low survival rates. —

**November 2021**

## Egis inaugurates two cutting-edge facilities in Hungary

→ Egis, our generic medicine subsidiary in Central and Eastern Europe, has inaugurated two new cutting-edge facilities in Körmen (Hungary): one production unit and one packaging facility for cancer medicines. Egis now handles the entire development process for new generic oncology medicines on site in order to meet patient needs in the region. —

**November 2021**

## The Toledo plant takes action to cut waste

# 65%

**Waste reduction in 2021 at the Toledo industrial plant in Spain**

→ Our teams are aiming to send zero solid waste to landfill by 2025. —



December 2021

## Reiterating our commitment to protect biodiversity with act4nature international

→ We joined act4nature international to protect biodiversity. As such, we signed up to the pledges made by act4nature international and are taking additional measures within our CSR strategy to:

- Measure and reduce the impact of our products and facilities on biodiversity.
- Raise awareness and develop skills among our employees around the challenges relating to biodiversity.
- Take part in projects to protect biodiversity. —

December 2021

## Prof. Catherine Lubetzki awarded the 7<sup>th</sup> Pasteur-Weizmann/Servier Prize for her work on multiple sclerosis

→ This year, the international prize recognized the career of Prof. Catherine Lubetzki, a clinical researcher who has spent 30 years focusing on the repair mechanisms of the central nervous system in patients with multiple sclerosis. The industry is still trying to find a way to slow the development of this disease, which currently affects 50 to 300 people in 100,000 around the world. —





The Road to Saclay (see pages 50–51)! Our teams were very proud to see the center delivered on October 17, 2022. At the end of the year, alongside our partner BioLabs, we also launched a call for applications for start-ups working in health and life sciences wishing to join the Spartners incubator, based within the Servier R&D Institute in Paris-Saclay.

“We are delighted to collaborate with BioLabs to make Spartners, our start-up incubator, a space for synergy and innovation that will drive progress throughout the entire health community in France and Europe.”

**Olivier Nosjean** — Head of Global Scientific Affairs, Servier

January 2022

## Top Employer Europe!

→ For the second consecutive year, we were certified a Top Employer in six countries in which we operate—Belgium, Spain, France, Portugal, Greece (3<sup>rd</sup> consecutive year) and Italy (5<sup>th</sup> consecutive year). These endorsements also earned Servier Top Employer Europe 2022 certification, recognizing the high level of excellence of our practices in talent management, recruitment, training, career development, well-being at work, diversity and inclusion. —



March 2022

## Arterial hypertension—enrolment of the first patient in the phase III study

→ In May 2022, the first patient was enrolled on the new phase III study of quadruple combination therapy for arterial hypertension. This treatment meets a medical need as around 10% of people with hypertension do not respond to triple combination therapy and require a fourth medicine. Affecting 1.28 million people around the world, hypertension is considered to be one of the greatest risk factors for cardiovascular morbidity and mortality. —

April 2022

## Mécénat Servier, committed to fostering solidarity for the last 5 years

→ Epitomizing the Servier Group values, the Mécénat Servier Charity Fund reflects the will of the Group and its employees to make a positive impact on society. It brings together and develops the Group's charitable initiatives to improve health, education, culture and living together. In 2021/2022, collective engagement throughout the Group was higher than ever, with 2,208 employee commitments throughout the world by Mécénat Servier and 29 non-profit organizations receiving support in 2021/2022. —

## 4 schemes

to engage Group employees in the drive for solidarity: skills-based sponsorship, Congé Solidaire®, solidarity seminars and L'ARRONDI sur salaire, where employees choose to make micro donations by rounding down their monthly salaries. —

May 2022

## Young researchers center stage at the Seedpods Day

→ The Seedpods Day is an annual event organized by and for the SHINEDocs community of young doctoral and postdoctoral researchers at Servier and its partners. On May 3, 2022, 27 of them from Denmark, the United States and France came together for the third annual event, which was also attended by nearly 400 employees and several of our partners keen to learn more about Servier's R&D projects! —

May 2022

## #Checkyourpressure #BecauseI sayso

→ On May 1, in collaboration with May Measurement Month, we launched the fourth edition of #BecauseI sayso #Checkyourpressure, a global campaign to raise public awareness about the importance of checking your blood pressure. Developed in coordination with the Global Heart Hub, the alliance of heart patient organizations, #BecauseI sayso reflects our commitment to work with patients to help them improve their health. In September 2022, the second part of the #Takeyourmedicine campaign sought to remind people of the need to regularly take their medication to control their high blood pressure and, added in 2022, high cholesterol. It is essential to encourage people to stick to their treatment for this chronic disease in order to improve patient care. —

May 2022

## SCORE: the age of digitalization in clinical studies

→ SCORE, launched on May 31, 2022, is the program to digitalize our clinical trials. It encourages remote dialogue between patients and medical and scientific teams by enabling them to access data in real time. The idea is to make it easier to make decisions and speed up clinical development. —

June 2022

## How pharmaceutical companies are seen by patient organizations: Servier making great strides!

→ At Servier, we work with patients at each stage of the life cycle of a medicine. In 2022, these efforts were recognized in the ranking compiled following the PatientView survey of patient organizations throughout the world. Servier ranked:

- **7<sup>th</sup>** by patient organizations in oncology **(up 1 place)**
- **26<sup>th</sup>** by patient organizations working with Servier<sup>(1)</sup> **(up 5 places)**
- **28<sup>th</sup>** by patient organizations familiar with Servier<sup>(1)</sup> **(up 7 places)**

# 7<sup>th</sup>

**out of 30 companies ranked by oncology patient organizations, according to the PatientView Report 2021 on the reputation of pharmaceutical companies**

<sup>(1)</sup> Out of 47 pharmaceutical groups

July 2022

## Biogaran named people's favorite brand of generic medicines in France!

→ Biogaran, subsidiary of the Servier Group and leading producer of generic medicines in France, emerged as the preferred brand of generic medicines by consumers in France, following a study<sup>(2)</sup> by the *Marque Préférée des Français* label in partnership with OpinionWay.

<sup>(2)</sup> Study conducted on July 20 and 21, 2022 by OpinionWay among a representative sample of 1,019 people in France aged 18 and over, in the generic medicine category

**July 2022**

## Inauguration of a new R&D center in Boston

→ The new center focuses its research efforts on developing innovative cancer treatments, in particular those obtained following the acquisition of the oncology division of Agios Pharmaceuticals in 2021. The extension to the head office of Servier Pharmaceuticals, our US subsidiary based in Boston, was inaugurated the same day. —

“We are proud to invest in the future of oncology research and look forward to continuing to accelerate the important work we do to fuel the next generation of innovation for patients.”

**Dale Porter, Ph.D.** — Vice President, Head of U.S. Oncology & Immuno-Oncology Research at Servier

## Partnerships: Servier steps up collaboration to develop new medicines

→ In October 2021, we concluded a Collaboration and Exclusive License Option Agreement with Guangdong Majinjin Biotechnologies (MJJ Biotech) and Ranger Biotechnologies to develop a new treatment for rare neurodegenerative diseases. With the biotech Pieris, we also enrolled the first patient in the clinical trial for a new generation cancer drug. A milestone was also reached through our collaboration with Vernalis to discover new oncology medicines, notching up another success in an important research project. In 2022, we concluded a collaborative research agreement with Oncodesign Precision Medicine (OPM) to develop treatments for pancreatic cancer. Under the partnership with OPM, we also exercised the exclusive global license option for one of our drug candidates to treat Parkinson's disease.



August 2022

## Harnessing artificial intelligence to accelerate therapeutic innovation

→ We collaborate with numerous start-ups to speed up the development of new medicines and services by harnessing artificial intelligence. We stepped up this approach through partnerships, for example with Aqemia in December 2021 in immuno-oncology, Epigene Labs in January 2022 to improve treatment strategy of cancer patients and GNS in August 2022 to further research into multiple myeloma. —

August 2022

## Harnessing digital technology to improve patient care

In August 2022, Servier signed a partnership with the Singapore-based start-up Elfie, which developed an eponymous mobile app to help patients monitor their chronic disease, in particular supporting people with high blood pressure to stick to their treatment. After having successfully launched in Vietnam and Brazil, Elfie will be rolled out in Turkey in early 2023. —

September 2022

## Servier presents its oncology activities at the ESMO Congress

→ The ESMO (European Society for Medical Oncology) 2022 Congress took place from September 9 to 13 in Paris and brought together more than 25,000 oncology professionals from over 160 countries around the world. This is an opportunity for Servier to present its R&D pipeline and new study data in the field of gastrointestinal cancer. —

### Mediator

→ Compensation paid to patients as part of the Mediator case reached €398 million at September 30, 2022, with €207 million in respect of civil proceedings and the French National Medical Accident Compensation Office (ONIAM), and €191 million in respect of the criminal proceedings. Appeal hearings will take place in the first half of 2023. —

**September 2022**

## Boosting innovation with Google Cloud

→ A strategic partnership signed in September 2022 between Servier and Google Cloud represents the start of a new chapter in our digital transformation. For a period of five years, Google will provide Servier with cloud storage space, as well as innovative tools with exceptional computing power and the possibility to accelerate data analysis and understanding through the use of AI. —

**October 2022**

## Moved By You



→ Servier unveiled its 2030 Ambition, as well as a new visual identity that reflects the transformation underway within the Group, which is starting to produce visible results. This new chapter in our history represents a source of pride and enthusiasm for all our employees. We wanted to make this transformation visible to all. Our brand signature, Moved By You, and the star in our new logo symbolize the close relationships we build with all our stakeholders. The smile brings hope to all patients, reflecting the passion, empathy, expertise and innovation that drives us. —

**November 2022**

## Primary Sjogren's syndrome—end of patient enrolment in the phase 2a clinical trial

→ Servier, in partnership with the biotech OSE Immunotherapeutics, is developing a monoclonal antibody known as OSE 127/S095012. Moreover, it is conducting a double-blind randomized phase 2a international trial to assess the efficacy and tolerance of this antibody in treating primary Sjogren's syndrome. The last patient was enrolled on the study, bringing the total number of participants to 48. Results are expected to come in 2023. Primary Sjogren's syndrome is an autoimmune disease characterized by lymphoid infiltration of the salivary and lacrimal glands leading to dry mouth and eyes. It is one of the most common chronic systemic<sup>(2)</sup> autoimmune diseases. —

<sup>(2)</sup> Systemic: a disease that affects other parts of the body, or even the whole body

**December 2022**

## Supporting Ukraine

→ As a pharmaceutical group, Servier has a humanitarian responsibility to ensure essential medicines remain available to patients, wherever they are in the world.

With respect to rapidly changing circumstances and in accordance with international sanctions, Servier has suspended all spending not related to medicines required to respond to essential needs in Russia and Belarus. It suspended the start of new clinical trials in Russia and Belarus, as well as recruitment of new patients for ongoing trials. It has nevertheless committed to continue providing the necessary therapeutic units to patients previously enrolled in clinical trials. It suspended any new investments in Russia and Belarus.

Servier has also created a fund for the Group employees around the world so that they may contribute to relieving suffering in Ukraine via voluntary charitable donations.

As pledged, Servier donated €12 million to the Mécénat Servier Charity Fund in December 2022 for humanitarian efforts in Ukraine. These funds supplement the financial aid and equipment already donated by the Group and its employees since the start of the war, bringing the total to €13.5 million.



# FACING UP TO THE CHALLENGES IN OUR INDUSTRY





## 1 | 5

## Striving to constantly expand access to health care

Global and national inequalities with respect to health care are growing wider every day, especially in terms of access to curative and preventive therapeutic solutions (including medicines and vaccines). Certain vulnerable or marginalized communities within a larger group of people suffering from the same disease may struggle to access health care. Indeed, in certain countries, medicines are not always available to meet needs. And as the global population continues to grow and age, demand for treatment is increasing significantly. The pharmaceutical industry strives to distribute therapeutic solutions to everyone who needs them, all throughout the world. —

### Servier's response

#### Supporting people in Ukraine

Donation of medicines and emergency kits, housing solutions and personal hygiene products for children, as well as financial donations to support charity work in Ukraine through the Mécénat Servier Charity Fund.





## Servier took part in Access Accelerated

This global partnership enhances access to non-communicable disease (NCDs) prevention, treatment and care in low- and lower-middle-income countries.



## A comprehensive range of health care solutions

Brand-name medicines, generic medicines and digital health, creating comprehensive and inclusive care pathways.



## A range of over 1,500 generic medicines

The ambition for 2030 to position our generic medicines as local champions all around the world.



## 501 million

standard boxes of brand-name medicines were produced in 2021/2022.



**Cancer of the pancreas**

—  
Marking lymphatic biomarkers with antibodies

**Servier's response****Symphogen**

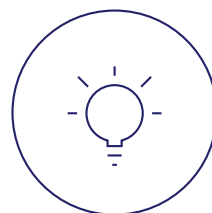
our center of excellence  
for high-quality  
monoclonal and bispecific  
antibodies.

**Cutting-edge  
expertise**

in small molecules,  
antisense oligonucleotides  
(ASOs) and monoclonal  
antibodies.

**Collaborations  
with 29**

international patient  
organizations  
in 2021/2022.

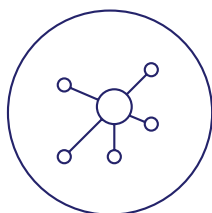
**Open  
innovation**

driving collective  
intelligence: the R&D  
center in Boston  
and the R&D Institute  
in Paris-Saclay.

## 2 | 5

## Continuously innovating to serve patient needs

While there are already a number of prominent and accessible tried and tested solutions for certain diseases, other illnesses still require considerable investment to satisfy as-yet unmet needs. The pharmaceutical industry is constantly exploring new R&D, such as precision medicine or ARN. Digital technology (data analysis and artificial intelligence, see pages 52–53) is increasing the pace of research and enhancing efficiency. Moreover, patients are able to take more and more control of their own health care. As such, medium- and long-term partnerships are being developed with patient organizations and patients themselves in order to provide solutions that even more closely suit their needs as well as those of their friends and families. —



### Over 70 scientific partnerships and collaborations

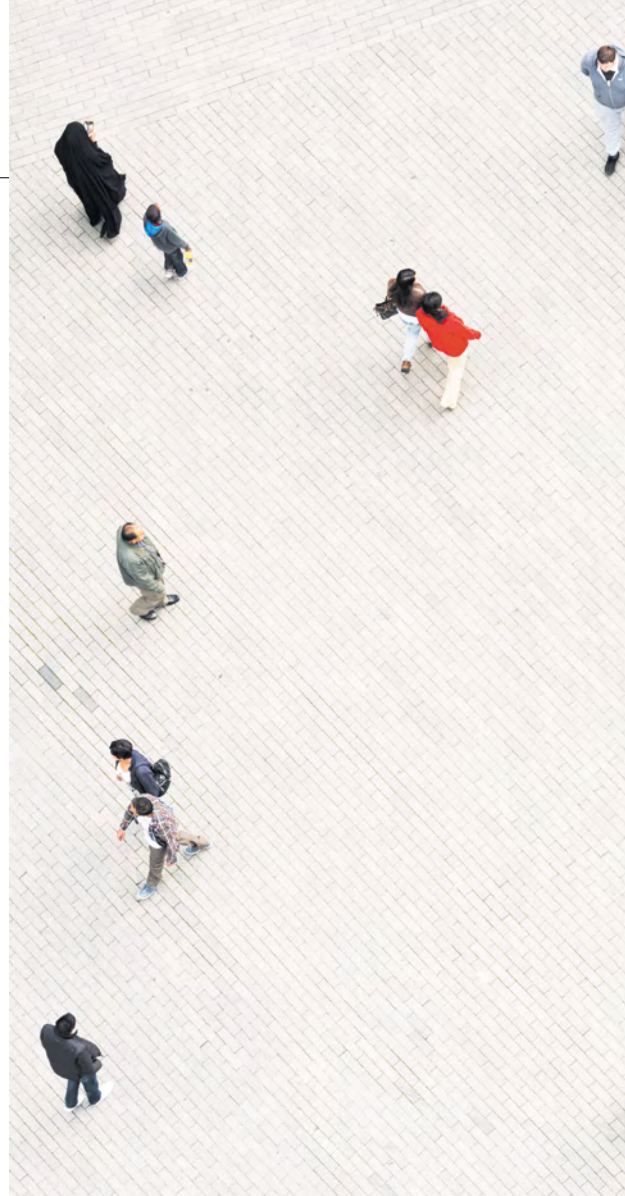
around the world with pharmaceutical companies, biotech, start-ups and academic labs.



## 3 | 5

## Furthering the efforts of the pharmaceutical industry in a dramatically changing world

The unprecedented series of challenges the world has been experiencing in recent times—including geopolitical turmoil, the pandemic, the energy crisis and record levels of inflation—has affected competition and the ability of the pharmaceutical industry to make its medicines available to patients. Current circumstances are also disrupting production lines and supply chains, which in turn calls into question the rapidity and continuity of access to health care solutions. In response to the many crises occurring at the same time, the pharmaceutical industry is deploying considerable resources to maintain and optimize the time to market, from research through to authorization. It also needs to protect the constant distribution of therapeutic solutions for patients all around the world. —





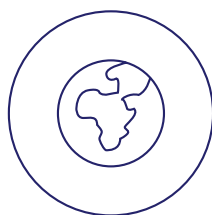


## Servier's response



### Continuously adapting

our production facilities and supply chain in order to best respond to patient needs.



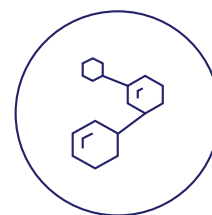
### Significant presence

in emerging economies.



### More than 9 out of 10 boxes

of Servier brand-name medicines are sold outside France.



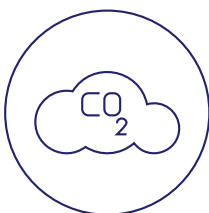
### 97%

of the active ingredients used in the Group's brand-name medicines are produced by Servier in France.



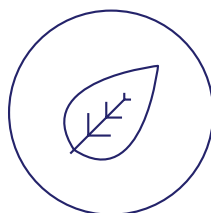


## Servier's response



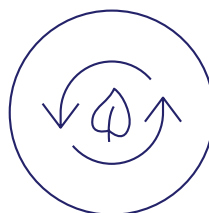
**25%**

Reduction targeted across all our direct and indirect emissions by 2030.



**Biodiversity**

In 2021, Servier joined act4nature international, a voluntary commitment to protect biodiversity.



**1 EcoDesign program**

to even more effectively integrate social and environmental concerns into the medicine life cycle.



**2023 target**

100% of Servier brand-name medicines to be developed in accordance with an ecodesign approach.



## 4 | 5

## Combating climate change and related risks

Seven years after COP21, if we are to limit climate warming to 1.5°C, global greenhouse gas emissions would need to be cut 43% by 2030. Yet, they continue to rise. The climate crisis and the degradation of planetary boundaries compels the pharmaceutical industry, indeed all industries, to step up their efforts and action. We therefore need to pick up the pace at which we transition to a low-carbon approach to the way we operate, across the entire medicine value chain. —

**-5.2%**

Between 2021 and 2022, we reduced the volume of air freight between our production facilities in Loiret (France) and Arklow (Ireland) by 5.2%, switching instead to sea freight.

## 5 | 5

# Fostering a fulfilling and meaningful working environment for employees

The Covid-19 pandemic left a lasting mark on the way we work and underpinned the emergence of new employee expectations. The pharmaceutical industry is able to offer its teams meaningful careers that fulfill their personal aspirations. Pharmaceutical companies looking to retain their talent must enhance their skills through training and mobility, and offer them optimum work/life balance. As competition intensifies, they must attract and retain the best candidates to develop the therapeutic solutions of the future.

<sup>(1)</sup> Annual engagement survey conducted with the Gallup Institute – 2022 Group results



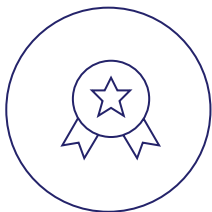
### Servier's response

#### Our employer promise

Why choose us?

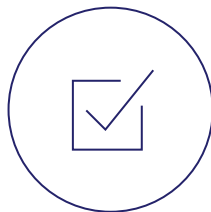
- Do meaningful and purpose-driven work
- Rise to the challenge with us
- Drive one's own career





### **42 HR labels obtained in 2022**

including **34** subsidiaries  
certified Great Place  
to Work, **1** Happy Trainees  
and **7** Top Employer.



### **4.23/5**

overall engagement score  
among Servier Group  
employees in 2022.<sup>(1)</sup>



### **79% of employees**

would recommend Servier  
as a great place to work.<sup>(1)</sup>



### **Training**

and career development  
in the Group  
**25 hours of training  
per person trained  
in 2021/2022.**

# CREATING VALUE FOR ALL OVER THE LONG TERM





## SPOTLIGHT ON

# A new ambition for 2030

Our world is changing rapidly, which means we need to be proactive and agile. Building on the visible results produced by the transformation initiated in 2015, we set out our ambition for 2030: Servier 2030. —

## Behind Servier 2030

The strategy we defined for the period through to 2030 is both realistic and bold. It addresses the health challenges of today and tomorrow and fulfils our vocation as a Group committed to therapeutic progress to serve patient needs.

Despite progress made in recent years, there are still too many unmet medical needs. Cancer is ever-more prevalent and cardiometabolic diseases still represent a major cause of death around the world. Furthermore, the pharmaceutical industry, along with other industries, is under pressure given the current geopolitical situation and rising costs, along with heightened competition.

As such, it is essential that Servier strongly reasserts its positioning, contribution and ambition.

### BY 2030, SERVIER AIMS TO BE:

**An innovative and patient-driven company, with a rich pipeline.**

**A resilient, growing and highly profitable company balanced across three pillars—oncology, neuroscience and immuno-inflammation, cardiometabolism and venous diseases, and Generics.**

**A company with a measurable positive social impact.**

**An attractive company, with proud and passionate employees.**

### OUR AMBITION IS UNDERPINNED BY THE FOLLOWING TARGETS:

- One launch per year (a new indication or medicine in oncology and a new Single Pill Combination in cardiometabolism and venous diseases).
- One launch in neuroscience and immuno-inflammation to continue to respond to unmet needs through to 2030.

- Annual revenue of €8 billion and EBITDA exceeding 30% in order to reinvest all our profits for the future and safeguard our independence.

- One major CSR program launched every three years.
- 25% reduction in greenhouse gas emissions by 2030 (compared to 2016 levels).
- Objective to increase the proportion of women in senior management positions to 40% by 2025.

- An international HR certification awarded to each Group entity by 2030.

## Making Servier 2030 a reality

By building on our 2025 targets, we aim to achieve our 2030 Ambition by pursuing a seven-pronged strategy. We will act with agility and transparency, putting patients at the heart of everything we do, capitalizing on our strengths and continuously injecting greater meaning into our shared responsibility.

### 1. Make a significant social impact for a sustainable world

Corporate social responsibility (CSR) plays an integral role in our strategy. We included corporate social responsibility in the by-laws of the non-profit Foundation that governs our Group. CSR is now more important than ever, and must determine all our decisions and action. We strive to be a pharmaceutical group that innovates with and for patients, governed by a non-profit foundation, which sets the benchmark in terms of employee well-being and actively seeks to protect the environment. Beyond the targets we have set ourselves and the strong commitments already made to reduce our carbon footprint, rapidly enhance diversity and inclusion and support communities, in particular through Mécénat Servier, we will launch a major CSR project every three years, with the first in 2023.

### 2. Become an innovative player in oncology as well as in neuroscience and immuno-inflammation

We aim to respond to as-yet unmet medical needs in these therapeutic areas, and improve patients' quality of life. Our clear strategy centered around innovation enables us to maximize the potential of our molecules and launch new medicines.

### 3. Accelerate our leadership in cardiometabolism and venous diseases

We aim to maintain our position as the leading developer of treatments for cardiovascular and metabolic diseases, as well as strengthen our tailored patient-centered approach by creating first-class therapeutic solutions alongside innovative programs to encourage patients to adhere to their treatment plan.

### 4. Facilitate access to treatment for the largest number of patients by organically growing our generic activities

We aim to facilitate access to treatment for the largest number of patients by leveraging national champions in our generic activities. We seize the opportunities arising in the market as patents expire by developing biosimilars.

### 5. Perform with a reshaped industrial operations value chain

To boost growth and development in the Group, we will leverage our industrial model structured around an efficient and resilient

network of specialist production facilities tailored to suit our changing portfolio of medicines. This model will also integrate digital technology to offer greater visibility of industrial operations and proactively steer the supply chain from end to end.

### 6. Become an agile organization and a Digital Performer

An agile and efficient organization, aligned with its strategic ambitions, can represent a key performance driver. That is why Servier will strengthen its cross-divisional decision making and collaborative working in order to enable everyone throughout the Group to save time and concentrate on high-value added tasks. Furthermore, digital technology will boost all areas of Group performance, serving to further increase efficiency, performance and ability to stimulate therapeutic innovation.

### 7. A community of employees committed to future generations

Since Servier was founded, the Group has positioned employees at the heart of everything it does, recognizing its people as its primary strength. To ensure Servier 2030 is a success that serves patient needs, we foster an environment that promotes engagement, improves retention and attracts talent.

## Getting all employees on board

We want to give all employees the possibility to have their say on Servier 2030. Indeed, we are running a number of workshops so all Group employees can discuss the strategy thereby encouraging them to buy into Servier 2030, as well as its challenges and targets. The workshops started in October 2022 and will be completed in spring 2023.

# A solid pathway to achieve our targets for 2025

In 2015, we initiated a transformation process to lastingly improve our performance and guarantee the long-term success of our unique governance model. This approach encourages us to regularly fine-tune our strategy so as to take account of the changes in our industry as well as any opportunities that arise while never losing sight of our vocation as a Group committed to therapeutic progress to serve patient needs.

## A key milestone on the way to Servier 2030

We set six measurable targets for 2025, which put us on track to achieve our 2030 ambition (see pages 32–33).



**Reach  
€6 billion**

in consolidated  
sales revenue



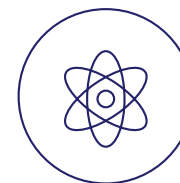
**Reach  
€1.3 billion**

in EBITDA



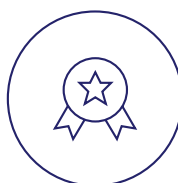
**Reach  
€1 billion**

in revenue in oncology



**Launch one new  
molecular entity**

every three years,  
including one by 2025



**Stay within or  
reach a top 3  
position**

in each of our indications



**Reach optimal**

employee engagement



## On track to reach our targets for 2025

We have stayed on track to reach the six objectives set out in our transformation program thanks to the unwavering commitment of our teams. We are well on the way to achieving the majority of these objectives.

### 1. Reach €6 billion in consolidated sales revenue

In 2021/2022, consolidated Group sales revenue totaled €4.9 billion, up 9.8% on the previous year. This performance was first and foremost driven by the tireless efforts of the Group's people, day in, day out, to make our medicines available to everyone who needs them. To achieve its objective, the Group intends to maintain its leading position in cardiometabolism and venous diseases, while sustaining its expansion in oncology, where therapeutic needs are significant.

### 2. Reach EBITDA of €1.3 billion

In 2021/2022, we recorded EBITDA of €859 million. We are confident about reaching €1.3 billion in 2024/2025 by pursuing various operational efficiency programs within the Group and continuing to rapidly grow revenue.

### 3. Reach €1 billion in revenue in oncology

Oncology revenue reached €843 million last year. Additional growth drivers, such as launching medicines in new regions and for a wider range of indications, are expected to enable us to achieve this objective. Our current performance was achieved in particular by successfully launching cancer medicines in Japan and the United States.

### 4. Launch one new molecular entity every three years, including one by 2025

The acquisition of the oncology division of Agios Pharmaceuticals in April 2021 enabled us to enrich our portfolio of medicines on the market, as well as our research pipeline with a project that could be launched as a new molecular entity by 2025. To achieve this objective of launching one new molecular entity every three years, we will leverage a two-pronged approach:

- R&D—we had 75 projects ongoing in January 2023 (over half of which in oncology)
- Innovation by acquisition and licenses

### 5. Stay within or reach a top 3 position in each of our indications

In many of our operating countries, our products are already leading or in the top 3 in terms of market share, in oncology, venous diseases and generic medicines. To achieve our objective, we will continue to bolster our leadership positions across our entire therapeutic portfolio, for example through incremental innovations such as Single Pill Combinations for cardiometabolic diseases.

“Building on our solid foundations, we are now able to confirm our pathway to 2025 and take a boldly ambitious approach to the second strategic stage of our transformation plan through to 2030.”

### 6. Reach optimal employee engagement

The engagement score among Servier employees has now reached 4.23/5 according to the fourth survey conducted by the independent Gallup Institute, up 0.6 points on the previous year. Special action plans have been rolled out to even further enhance employee engagement. They align with our commitment to promote employee well-being and cover areas such as diversity and inclusion and remote work.

# A model for value creation that drives social, therapeutic and economic performance

## A global pharmaceutical group

- **3<sup>rd</sup>** leading pharmaceutical group in cardiology worldwide<sup>(1)</sup>
- **2<sup>nd</sup>** leading pharmaceutical group in hypertension worldwide<sup>(1)</sup>
- **34<sup>th</sup>** leading pharmaceutical group worldwide<sup>(1)</sup>

## Resources

### Diverse and committed teams

- **21,400** employees at Sept. 30, 2022
- Servier workforce gender breakdown: **57%** women, **43%** men (2022)
- **48%** of managers in the Servier Group in 2022 were women
- **4.23/5**: overall engagement score among Servier Group employees in 2022<sup>(2)</sup>

### Local structures to meet patient needs locally

- **6** research centers
- **3** hubs (Americas, Europe, Asia-Pacific) with **15** clinical development centers
- **16** production facilities, including 11 sites for brand-name medicines
- **Over 150** countries where the Group's medicines are distributed
- Collaborations with **29** international patient organizations in 2021/2022
- **Ranked 7<sup>th</sup>** in oncology following the PatientView survey of patient organizations throughout the world
- **Over 70** scientific partnerships and collaborations in 2021/2022

### Investing for long-term engagement

- **100%** of profits reinvested in Group development
- **Over 20%** of revenue from brand-name medicines invested in R&D each year
- **Over 50%** of the Servier R&D budget invested in oncology

## A comprehensive range of health care solutions

- Brand-name medicines
  - Generics
  - Digital health

## Our ambition for 2030 is to be:

- **An innovative** and patient-driven company with a rich pipeline
- **A resilient**, growing and highly profitable company, balanced across three pillars: oncology, neuroscience & immuno-inflammation – cardiometabolism & venous diseases – Generics
  - A company with a measurable **positive social impact**
  - **An attractive company**, with proud and passionate employees

## A unique governance model

led by a non-profit Foundation, which guarantees our independence and a long-term vision

## Therapeutic areas

- Oncology
- Cardiometabolism & venous diseases
- Neuroscience
- Immuno-inflammation

<sup>(1)</sup> IQVIA, Analytics Link / World 74 countries – MAT Q3-2022

<sup>(2)</sup> Annual engagement survey conducted with the Gallup Institute – 2022 Group results



Servier's value creation model defines how it leverages its resources and network to create value and contribute to therapeutic progress to meet patient needs. The Group's governance, led by a non-profit foundation, ensures its independence and long-term vision, just as its pioneering spirit and scientific excellence enables it to develop innovative therapeutic solutions. Its strategy for 2025 is founded on six objectives and aims to improve performance and step up its transformation in response to the challenges shaping society and the pharmaceutical industry alike.

### About Servier

- "Founded to Serve Health"
- Independence and longevity
- Scientific information and medical promotion
- People focused
- A pioneering spirit that drives innovation
- A French company with a global presence

### Vocation

Committed to therapeutic progress to serve patient needs

### Six strategic objectives for 2025

- Reach **€6 billion** in consolidated sales revenue
  - Reach EBITDA of **€1.3 billion**
- Reach **€1 billion** in revenue in oncology
  - Launch one new molecular entity every three years, including one by 2025
  - Stay within or reach a top 3 position in each of our indications
- Reach optimal employee engagement

## Creating value for stakeholders

### A stimulating and positive work environment

- **79%** of employees would recommend Servier as a great place to work<sup>(2)</sup>
- **42** HR labels obtained in 2022, including **34** subsidiaries certified Great Place to Work, **1** Happy Trainees and **7** Top Employer
- **2.98**: Lost Time Injury Rate (LTIR) in 2022<sup>(3)</sup>

### Driving scientific and medical progress

- **32** research projects (January 2023)
- **43** projects in clinical development (January 2023)
- A range of over **1,500** generic medicines
- **100%** of results from clinical trials carried out by Servier in Europe published on the European Union Clinical Trials Register (EUCTR) website

### A reliable and high quality industry, serving patient needs

- **501 million** standard boxes of brand-name medicines were produced in 2021/2022
- **51%** of investment in the Group's industrial R&D in 2021/2022 were made in France
- **97%** of active ingredients used in the Group's brand-name medicines are produced in-house in France

### Robust financial performance

- **€4.9 bn** Group sales revenue
- **€859 m** EBITDA

### An enhanced environmental contribution

- **2021**: Servier joined act4nature international, a voluntary commitment to protect biodiversity
- **7** industrial facilities, as well as the Group's headquarters, that have received or are undergoing ISO 14001 and/or ISO 50001 certification
- **7.7%** reduction in scope 1 and 2 greenhouse gas emissions between 2020/2021 and 2021/2022
- **30,000** tons of CO<sub>2</sub> equivalent offset in 2022, in partnership with Eco-Act

<sup>(3)</sup> Across the Group, excluding Swipha, promotional subsidiaries and Egis headquarters

# Risks and opportunities

Although global challenges such as the climate imbalance, national and international inequality, inflation, the energy crisis, geopolitical instability and public health are undeniably causing risks to increase, they can also be viewed as opportunities to tackle current and future economic, societal and environmental challenges.

## Environment and climate

### Risks

- Impact of extreme weather events on business continuity
- Rising cost of energy and raw materials
- Changes in regulation and policies that blunt companies' competitiveness
- Social expectations not met by the company

### Opportunities

- Innovation and low-carbon solutions
- Integration of the climate emergency in the corporate strategy to enhance resilience
- Appeal of the Group to candidates looking to join a responsible and committed company pursuing a long-term vision and striving to minimize their carbon footprint
- Innovation and digitalization to further carbon restraint

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## Macroeconomics and geopolitics

### Risks

- Lack of availability of raw materials and tension in supply chains
- Impact of inflation on the company's business model
- Impact of health crises on public health systems and their funding
- Interruption or disruption to the business in countries experiencing a crisis, difficulty delivering our medicine to patients

### Opportunities

- Value creation in regional economies as a local driver of socio-economic development
- Innovation harnessing the circular economy

## Society and health

### Risks

- Price of pharmaceutical products compared with revenue of populations and increasing costs due to the rise of chronic diseases and the number of people to treat
- Limited funding through health care systems and impact of funding from institutional and private paymasters
- Obstacles to marketing medicines and the impact of compulsory licensing<sup>(1)</sup>
- Failure to take account of population diversity when developing medicines and conducting clinical trials

### Opportunities

- Development of generic medicines to improve access to treatment
- Development of innovative therapeutic solutions to deal with the rise in chronic diseases
- Role of health care companies in preventing chronic diseases and improving adherence to treatment
- Digital technology as a way to better care for patients, and afford them a more active role in their health

## R&D and innovation

### Risks

- Rise in health care expenses and R&D spending in a highly competitive market
- Race for innovation, which requires a tailored and robust pipeline
- Heightened competition and emergence of new competitors
- Increasing complexity of new therapeutic solutions

### Opportunities

- New therapeutic approaches for patients and significant unmet medical needs
- Potential for tailored treatment plans and better prevention of diseases using digital technology
- Greater patient focus in health care plans and development of partnerships with patient organizations
- Greater cooperation with biotechs and health companies
- Development of precision and translational medicine

## Changes in the labor market

### Risks

- Difficulty with recruitment, appeal, mobility and retention of talent in a highly competitive labor market, where good CVs are hard to find
- Changing expectations of employees could lead to movements like the Great Resignation

### Opportunities

- The pharmaceutical industry by its very nature carries meaning
- Expansion of digital and hybrid working which enhances the employee experience
- Diversity, equity and inclusion as performance drivers for businesses
- New expertise: digital/new approaches/patient/CSR

<sup>(1)</sup> Compulsory licensing is when a government allows someone else to produce a patented product or process without the consent of the patent owner

## Taking our patient focus even further

At Servier, patients and patient organizations are at the heart of the health care journey, at every stage of the medicine life cycle, right from the beginning of the research and development stage. We value their opinion and contribution, as we believe their knowledge of their illness and treatment is essential to further research and innovation as well as to improve therapeutic solutions and health care. —



### Putting our commitment to patients at the heart of our efforts

In 2021/2022, we further stepped up our major projects, which include therapeutic adherence, putting patients at the heart of our R&D Institute in Paris-Saclay, the SHAPE program, and real-world studies. As it is essential to listen to patients, Servier began a cycle of conferences at its headquarters in February 2022. They have given rise to honest and striking conversations with employees, giving patients a platform to share their experience, expectations and their own involvement in patient organizations.

We also launched an in-house platform called Patient Initiatives World, which brings together all the initiatives carried out for and with patients across all our operating countries. At end-2022, over 100 projects focused on therapeutic adherence and half of those added to the platform were designed in collaboration with patient organizations.

Moreover, the annual employee engagement survey conducted by the Gallup Institute recorded an overall score of 4.31/5 in response to the statement “My team has made progress on our goals of improving the patient's experience”.

Indeed, 53% of Group employees scored this statement 5/5. These strong findings demonstrate the extent to which our teams are putting greater focus on the patient.

### Putting patients at the heart of our R&D Institute in Paris-Saclay

On March 21, 2022, as part of the “Spotlight on our Sites” operation organized by the G5 Santé, an association of France's largest companies operating in the fields of health and life sciences, representatives from five patient organizations were invited on an exclusive tour of our new R&D Institute before it is inaugurated in the heart of the Paris-Saclay ecosystem. The tour gave them an insight into the environment in which Servier researchers will be working to better meet patient needs.

Furthermore, the “Servier Saclay Research & Development Patient Board”, which is composed of 18 people living with different illnesses, has been working for over a year with our teams to better integrate the patient view in the research and development process for new medicine.



## Stepping up to the plate to improve adherence to treatments

Ensuring patients stick to long-term treatments is a major issue in the health care sector. Despite the existence of many therapeutic solutions, non-adherence is very frequent and greatly impacts patient health. The WHO estimates that fewer than 50% of patients throughout the world properly follow their treatment plan.

As such, we contribute to the “Behavioral and Adherence Model for improving quality, health outcomes and cost-Effectiveness of healthcaRe (BEAMER)” project, which is designed to improve the low level of adherence to treatments among patients. BEAMER was launched by the Innovative Medicines Initiative (IMI) and brings together 28 European partners from academia, civil society and industry.

Over 100 projects were initiated within the Servier Group to boost adherence to treatments. One of which was the CONCORD<sup>(1)</sup> study, led by the Servier teams in Greece to demonstrate the impact of training pharmacists about therapeutic adherence. The study assessed the impact of training 133 pharmacists about adherence for 1,146 patients over a four-month period. Consequently, patient adherence improved on average by over 20% across the various parameters measured.

We also worked with the Institut Sapiens to develop a program around therapeutic adherence to raise awareness among patients, health care professionals, health authorities and the wider public in France. A conference entitled “Improving therapeutic adherence, a major public health concern” held in November 2022 brought together patient representatives, carers and experts from France and across Europe.

## SHAPE: working with patients to support them through their treatment

In 2021/2022, as part of the SHAPE<sup>(2)</sup> program and in collaboration with the patient organization Digestive Cancers Europe (DiCE), we launched a call for innovative proposals across the Group’s subsidiaries to give them an opportunity to locally deploy and steer an initiative built in partnership with patients. The proposals selected included the information website HeartburnCancer.net developed by our British subsidiary, and a Lithuanian initiative called “Don’t let cancer disrupt your life. We are here to help you”, which trains cancer survivors to support patients and their families.

## Patient engagement, one of the pillars of our digital transformation

We aspire to become an agile organization and a Digital Performer by 2030. One way to achieve this ambition is to improve engagement with health care professionals and patients by taking an omnichannel approach and providing therapeutic solutions beyond the pill. For example, in 2022, we signed a partnership agreement with the Singapore-based start-up, Elfie. Its app helps patients track their chronic disease and therefore encourages them to better stick to their treatment. After a successful pilot project in Vietnam and Brazil, Servier will launch Elfie in early 2023 in Turkey.

*“We are picking up the pace of our digital transformation by deploying new digital health solutions to support patients throughout their journey. Our partnership with the start-up Elfie is just one such example of how we are doing this in practice.”* Virginie Dominguez, Executive Vice President Digital, Data and Information Systems.

## The importance of real-world studies

We conduct real-world studies to collect data about the reality of diseases and their treatment in order to improve patient care. In 2022, Servier launched an innovative real-world study drawing on several databases in Europe and the United States. The study covers people with blood cancer to generate disease indicators, care standards, clinical criteria and health care expenses. It will serve to enhance understanding about the reality of current treatment practices and better characterize patients who could benefit from a new oncology treatment.

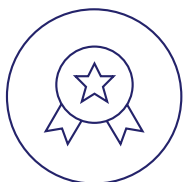
In 2022, “Data Saves Lives”, a multipartite initiative launched by the European Patients’ Forum and the European Institute for Innovation through Health Data, published on its website the findings of a real-world study carried out by Servier using the health data of people being treated for hypertension in Italy. This study was deemed to be a good example to illustrate the potential of real-world data to provide pertinent information about unmet patient needs in terms of therapeutic adherence and the potential interest of Single Pill Combinations.

<sup>(1)</sup> Convince for the monitORing by the Pharmacists of patients with Dyslipidemia, Hypertension and Chronic Venous Disease compliance

<sup>(2)</sup> Support Harmonized Advances for better Patient Experiences

## Bringing all employees on board with the Group's transformation

Servier's people are key to the long-term success of the Group. That is why we believe it important to bring all our employees on board with the transformation process underway. To attract, engage and retain the best talent, we endeavor to boost engagement and constantly enrich the employee experience. —



### 42 labels

obtained in 2022, including **34** subsidiaries certified Great Place to Work, **1** Happy Trainees and **7** Top Employer



Objective for Servier entities to earn an HR label

**2025: 70%**  
**2030: 100%**

## Moved By You

With our new brand signature, we reflect the importance with which we view patients, our partners and our employees. The Group focuses in particular on providing its teams with regular training in order to develop the expertise that will enable Servier to rise to the challenges of today and tomorrow. Launched in June 2022, the SERVIER &U Academies help employees to acquire specific skills to help the Group bring about its transformation. These courses boost the technical and behavioral skills of its teams in key areas including project management, digital & data, and soon leadership & management. Servier employees have access to different course levels (Essential, Expert, and Advanced).

## Improving engagement and the employee experience

Servier strives to offer its employees a positive working environment that promotes well-being as well as individual and team performance.

The employee experience within the Group was enhanced in 2022 with the deployment of a single digital HR solution that covers all its operating countries, while the employee career path was also enriched from hire to retire. Relations between the HR teams, managers and employees were simplified and defined at every stage of a person's career with the Group, which promotes managerial empowerment and employee engagement as they take charge of their own careers.

Moreover, in 2022, the Group achieved a record 92% participation in the program, which measures and grows engagement across its teams. The survey conducted by the independent Institute Gallup for the fourth consecutive year registered an overall score of 4.23 out of 5, up 0.6 points on the previous year. This score ranks Servier among the top performing companies in the pharmaceutical industry in terms of employee engagement. The survey also reflects an improvement across all engagement indicators among teams, in particular, support among colleagues and career development. These promising results bring us closer to our objective to break into the top quartile of global pharmaceutical companies with a score of 4.4 out of 5 by 2025.

## Reaping the rewards of our efforts— Servier recognized as a Top Employer and a Great Place to Work

In 2022, the Servier Group was recognized for its high-quality HR practices in promoting engagement and well-being across all its teams.

Servier is ranked second in the HappyIndex® Trainees International, a label that rewards companies that effectively support the students and graduates they take on as interns, work/study students, apprentices and VIE volunteers. It boosts Servier's appeal among young talent and represents recognition of the time and effort managers and employees have invested in the future generation.

We were certified a Top Employer in six of our operating countries—Belgium, France, Greece, Italy, Portugal and Spain. These national certifications earned Servier the Top Employer Europe 2022 label.

The Group was also recognized a Great Place to Work in several countries in which it operates—in China, Italy and for the fourth consecutive year in Turkey.

## Servier Social Observatory

At Servier, the focus it places on listening to employees goes hand in hand with efforts to anticipate their needs. Launched in 2022, the Servier Social Observatory seeks to anticipate changes in society's attitude to work as well as identify trends and best practice, all while taking account of employee expectations. All throughout the world, Servier employees contribute to the debate about social ties and the feeling of belonging within the company.

In order to support the Group through its transformation, Servier's HR teams across the globe are reinventing themselves by modernizing their structures as well as updating their processes and HR practices to enrich the employee experience.

# 4.23/5

**overall engagement  
score among  
Servier Group  
employees  
in 2022<sup>(1)</sup>**

<sup>(1)</sup> Annual engagement survey conducted with the Gallup Institute

## Minimizing our environmental impact

We go to great lengths to reduce our impact on the environment and help combat climate change. Our efforts concern all aspects of our operations and include in particular applying an ecodesign approach to our medicine, moving our supply chain to a more low-carbon model, and preserving biodiversity at all our sites. —



### Reduce greenhouse gas emissions by 25% by 2030

Servier has pledged to cut its greenhouse gas emissions by 25% between 2016 and 2030 across scopes 1, 2 and 3, in accordance with a strategy approved by the Science Based Targets initiative (SBTi), which supports companies through their climate transition. In addition, we aim to be in a position by 2030 to offset the equivalent of all our direct greenhouse gas emissions. To achieve this goal, we need to better appropriate the challenges arising as a result of climate change, at every level of the company.

### Ecodesigning medicines

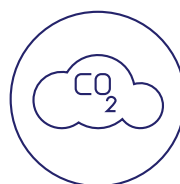
Launched in 2020, our EcoDesign by Servier program integrates ecodesign principles into every stage of the medicine life cycle: design, raw material extraction, production, packaging, distribution, use and end-of-life disposal. As such, we used life cycle analysis methodology to assess the environmental aspects of medicines. Under this program, we use our in-house "Green Score" tool that integrates climate criteria and biodiversity to





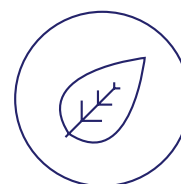
“We are keen to move our operations to a more low-carbon model. The climate emergency and environmental degradation only serve to reinforce our determination.”

**Vincent Minvielle** — Group CSR Director



Objective to cut greenhouse gas emissions across scopes 1, 2 and 3 (compared with 2015/2016)

**2025: 16%**  
**2030: 25%**



Objective for ISO 50001 certification across our industrial and R&D facilities

**2025: 80%**  
**2030: 100%**

promote more environmentally friendly choices. By 2023, 100% of our new chemical syntheses will be given a Green Score.

Environmental considerations have also been integrated into our in-house tool used to select packaging. By 2025, all packaging for our new brand-name medicines will follow ecodesign principles, in accordance with pharmaceutical regulations.

## Moving the medicine value chain to a low-carbon model

We have already launched many initiatives at several of our facilities, for example to regenerate solvents, renovate buildings to enhance energy performance standards, purchase and generate renewable energy on site and develop sea freight as an alternative to air freight.

We promote the use of environmentally friendly modes of transport to distribute our medicines to our subsidiaries, logistics platforms and direct clients. Between 2021 and 2022, we reduced the volume of air freight between our facilities in Loiret (France) and Arklow (Ireland) by 5.2%, switching instead to sea freight. Meanwhile, the volume of sea freight increased by 25%.

Furthermore, as part of the partnership with EcoAct, we also offset a portion of our emissions. As such, over 30,000 metric tons of CO<sub>2</sub> equivalent were offset in 2022 through greenhouse gas emission avoidance projects.

## Protecting biodiversity

We once again underscored our commitment to protecting biodiversity when in 2021 we signed up to the act4nature international initiative.

Consequently, we comply with the 10 commitments set out by the initiative. We also took additional steps to:

- Measure and reduce the impact of our products and facilities on biodiversity
- Raise awareness and develop skills among our employees around the challenges relating to biodiversity
- Take part in projects to protect biodiversity

# Contribution to the UN Sustainable Development Goals (SDGs)



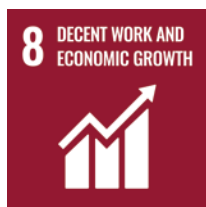
## SDG 3: Good health and well-being

This goal lies at the heart of our vocation as a Group committed to therapeutic progress to serve patient needs. Our contribution to this goal is threefold. Firstly, we are constantly innovating to develop medicines for currently unmet medical needs. We also expand access to therapeutic solutions through our extended global presence as well as developing and distributing generic medicines. Finally, we raise awareness about health risks, and encourage patients to stick to their treatment through information campaigns.



## SDG 5: Gender equality

At Servier, we combat all forms of discrimination and promote diversity through an increasingly inclusive workplace. That is the aim of our long-term #ServierDiversity program, in which one of the priorities is to promote gender equality in the workplace and break the glass ceiling. The program has been rolled out in all our subsidiaries throughout the world, supported by a number of initiatives to raise awareness and train our teams, and framed by measurable targets, including the target to increase the proportion of women in senior management positions to 40% by 2025.



## SDG 8: Decent work and economic growth

As a responsible pharmaceutical company, we pay particular attention to all our stakeholders, including our partners and suppliers. As part of our First-class Partner program, we position ourselves as a partner that exercises constant vigilance regarding the way we work, in particular by ensuring our suppliers comply with sustainable development principles and respect human rights, health and safety and the environment. We strive to enhance the positive impact we leave in the regions in which we operate by creating economic and social value. Through our efforts in the local community, we promote a more sustainable and resilient economy.



## SDG 12: Responsible consumption and production

Our responsible purchasing policy encourages everyone in the Group to take account of society and the environment in everything they do at work. For example, by assessing the potential impact on biodiversity of any raw materials used or by opting to use products with a lower carbon footprint. Our EcoDesign by Servier program extends and supplements this approach to further integrate ecodesign principles in every stage of the medicine life cycle, from research to end of life, and including production, packaging, logistics, distribution and consumption.



## SDG 13: Climate action

We do everything possible to help achieve the objective set by the Paris Agreement and reduce our greenhouse gas emissions by 25% between 2016 and 2030. In accordance with the Servier Climate Commitment, our efforts to move to a more low-carbon model impact every aspect of our business, from product development to waste management, to actively exploit several drivers. These include measuring and reducing our current emissions, developing the circular economy, cutting our energy consumption, using greener modes of transportation, and using renewable energy. Our low-carbon trajectory was approved by the Science Based Targets Initiative (SBTi), a renowned body that assesses how ambitious businesses' climate objectives are.



## SDG 14: Life below water and SDG 15: Life on land

We take biodiversity into consideration, from the way we produce our medicines through to how we manage our industrial waste. We aim to integrate biodiversity into purchasing briefs for raw materials from natural resources (cardboard, paper, sugar and lactose). In addition to our commitments, we also signed up to the ten commitments of the act4nature international initiative in December 2021, in particular the commitment to include biodiversity in our corporate strategy.



# PURSUIING OUR COMMITMENT TO HEALTH





## SPOTLIGHT ON

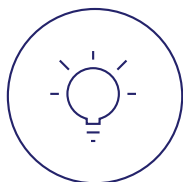
# The Servier R&D Institute in Paris-Saclay: innovation and value creation

In 2023, nearly 1,200 Servier employees will start working at our new Research and Development (R&D) Institute in Paris-Saclay. As a hub for scientific excellence, the Institute will strive to create value for all its stakeholders, including patients, our teams, the Paris-Saclay campus as a whole, as well as the wider French research community. —



**Paris-Saclay  
represents 40%  
of French  
research jobs**

in the public and private  
sector in the Greater  
Paris region



**Paris-Saclay  
is one of eight  
largest  
innovation hubs**

in the world\*

\* Ranking established by the Technology Review published by the Massachusetts Institute of Technology (MIT)

## A campus promoting therapeutic innovation

The Servier R&D Institute in Paris-Saclay is first and foremost a therapeutic innovation hub designed to serve patient needs. Located at the heart of the Paris-Saclay campus, one of the world's largest innovation ecosystems, it aligns with our aim to pick up the pace of our R&D programs by making research more open, more dynamic and more productive. The campus is home to some of the greatest researchers in academia and the private sector (including international corporations, start-ups, as well as world-renowned schools and universities), making it the ideal place to establish new partnerships and capitalize on the wide range of specialties in the industry, such as biology, medicine, engineering, digital technology and artificial intelligence.

Comprising its own integrated start-up incubator, Spartners, our Institute will boost open innovation through a network in order to satisfy the unmet therapeutic needs of our patients more effectively and efficiently.



## Greater collaboration and synergies across our teams

By bringing together our research and development activities in Paris-Saclay, we intend to help our employees develop in a high-level environment, where they can harness the skills and expertise of other professionals.

Agile working practices represent the cornerstone of this open approach to innovation. Our Institute is designed to stimulate efficiency and productivity across teams by better harnessing synergies, greater collaboration and closer integration of new technology in the way we work. In addition to making dialogue more seamless, the building will enhance employee well-being through its esthetic and welcoming architecture. The Institute boasts many green spaces and break out areas, as well as its location in the heart of a dynamic community, giving employees the opportunity to take advantage from numerous communal spaces, services and public areas.

## A dynamic socio-economic ecosystem

In choosing to integrate Paris-Saclay, Servier is boosting the profile of French research around the world and helping to drive momentum in the local economy. Our presence, along with the other members of the community, supports a dynamic regional economy that benefits both users and residents as it attracts better mobility services, local businesses, leisure activities and services. We also work with non-profits to help protect and enhance nature, agriculture and the forest in the Saclay area.

## Setting an example in terms of CSR at the site

From the project inception, we sought to make a positive impact on all our stakeholders as well as the environment.

We are in the process of obtaining multiple certifications that prove this commitment:

- The international BiodiverCity® label attests a certain level of excellence when it comes to ecology and sustainable construction.
- The High Environmental Quality™ (HQE) certification recognizes buildings with the best environmental and energy performance right from their design.
- The WELL Building Standard™ certification focuses on people's health and well-being.

"This unique hub of research and development will stimulate our ambition to provide cutting-edge therapeutic innovations to patients, reflecting our determination to raise the profile of French research internationally. We are therefore pursuing a future-focused project that will drive our long-term research—the cornerstone of the Group's success—and fulfill our vocation to champion therapeutic progress that serves patient needs."

**Christophe Thurieau** — Executive Director Research at Servier

# 15,000 sqm

**of laboratories  
in the Servier R&D  
Institute in  
Paris-Saclay**

## SPOTLIGHT ON

# Therapeutic innovation and the potential of artificial intelligence

For several years, medical research has been profoundly transformed by the emergence of artificial intelligence (AI). This technology makes it possible to speed up certain stages of the R&D process, which means we are able to develop medicines faster and open the way to more tailored treatments, in particular online, as reflected in our ambition to become a Digital Performer. —

In the pharmaceutical industry, the cost of research is soaring while the pace of development is slowing down. This is due to the complexity of the process and a more restrictive regulatory framework.

Nevertheless, in order to make research more effective, digital technology and AI in particular could represent one potential solution. The profusion of digital data is going hand in hand with the development of IT tools to handle them. When combined with human expertise, AI can play a decisive role in predicting illnesses, diagnosing diseases and improving patient monitoring.

## Using AI to drive research at Servier

At Servier, our primary focus is to enhance our ability to innovate to improve patient care. This is the primary purpose of our Data Factory, set up in 2020 to exploit the immense volume of therapeutic data generated by research. We want to get to a point where 60% of our drug candidates obtain authorization,



compared with 40% today. To achieve this target, we have identified many use cases for R&D purposes, to give scientific projects a range of functions and services to drive progress at a faster pace.

We chose to develop our data/AI strategy, as well as all the related tools, within the Group, which represented an effective way to mobilize our R&D teams, share knowledge and ensure everyone is looking in the same direction.

## Creating an AI Hub in Montreal

The Group partnered with Centech, one of the world's top incubators for high-tech start-ups, to set up its worldwide Artificial Intelligence Hub in late 2020 in Montreal, Canada, to test and explore all the ways AI can be exploited in R&D to serve patient needs.

## Treating patients effectively and quickly

The pharmaceutical industry estimates that using AI predictions to support actual experiments will cut the time it takes to complete the research and pre-clinical stages by between three to five years and costs by 50%. When it comes to clinical development, estimates suggest a 10% increase in the probability of success.

AI also considerably ups the pace of development in precision medicine as processing massive data sets makes it possible to integrate the specificities of each patient. By defining sub-groups with similar disease characteristics, we can provide them with more suitable, targeted treatments that are therefore more effective.

The strategic partnership between Servier and Google Cloud signed in September 2022 represents the start of a new chapter in our digital transformation. Focused on data usage and artificial intelligence, it seeks in particular to enhance the ability to innovate and improve patient care. Closer collaboration with Google and its network of partners enables Servier to conjointly build innovative initiatives such as accelerating the development of new medicine using AI and analyzing real-world data to obtain tangible proof of scientific efficacy and tolerance of treatments.

## Supporting not supplanting researchers

Servier believes AI is and will remain a hugely beneficial tool for researchers that increases the power of their work by carrying out tasks and calculations that were previously not possible.

By applying predictive models to billions of pieces of medical data, we will be able to establish as-yet unknown or unexpected correlations, thereby opening up new leads for research. For example, it will be possible to predict the circulation and effect several medicines could have on the body, or minimize the need for animal trials.

In order to harness AI to speed up the development of new medicines, Servier teamed up with Oncodesign Precision Medicine in late 2022 to launch an online international open innovation campus known as FederAidd. Based in France and Canada, it will bring together experts in the pharmaceutical industry the world over.

AI has made it possible to achieve considerable leaps forward, such as rapidly identifying the right therapeutic target, the right candidate drug and then target the most suitable group of patients. Indeed, artificial intelligence will also enable us to boost therapeutic innovation and more rapidly bring medicines to patients around the world.

## PATRIMONY, Servier's very-own AI platform

Launched in 2018, the PATRIMONY exploratory platform serves to identify the drug targets (genes or proteins) that cause the diseases we seek to treat. We made our first breakthrough in autoimmune diseases, when having integrated over 70 databases, PATRIMONY identified new key drug targets. A new medicine has been under development since 2021.

"Set up in partnership with Centech, one of the world's top incubators, the AI Hub in Montreal, Canada reflects our desire to pick up the pace of innovation to better serve patient needs in an open, collaborative way, within the North American ecosystem in particular."

**Hassan Chouaib** — Head of AI Hub/Data Science  
Ambassador at Servier

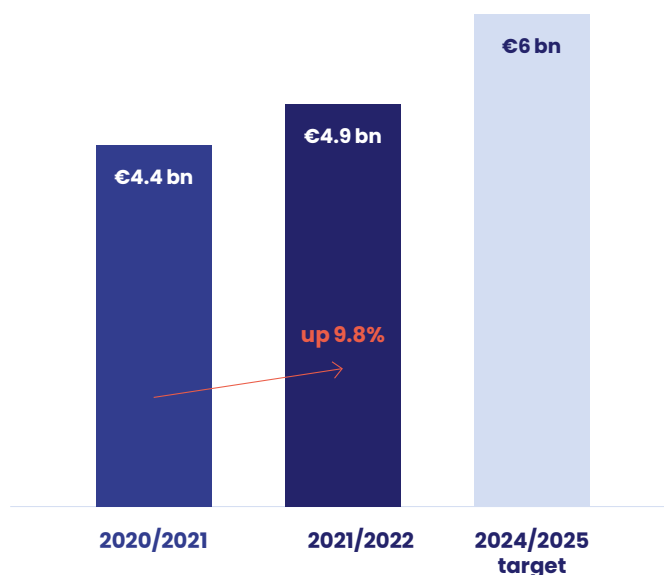
# 2021/2022

## Financial results

Our 2021/2022 financial results are in line with our 2025 trajectory and put us on the right track to fulfill our ambitions for 2030. The increased volume of sales throughout the world reflects our drive to make ever-more medicines available to the patients who need them. Our independence, underpinned by being governed by a non-profit Foundation, enables us to finance growth as we are free to reinvest all our profits to develop our business. —

The Group now publishes its financial statements in line with with International Financial Reporting Standards (IFRS). The transition to using a standardized framework facilitates communication and makes it easier to compare financial statements. Servier is publishing its financial statements in accordance with this framework for the year ended at September 30, 2022 along with the comparative data for the 2020/2021 financial year ended at September 30, 2021.

### Sales revenue

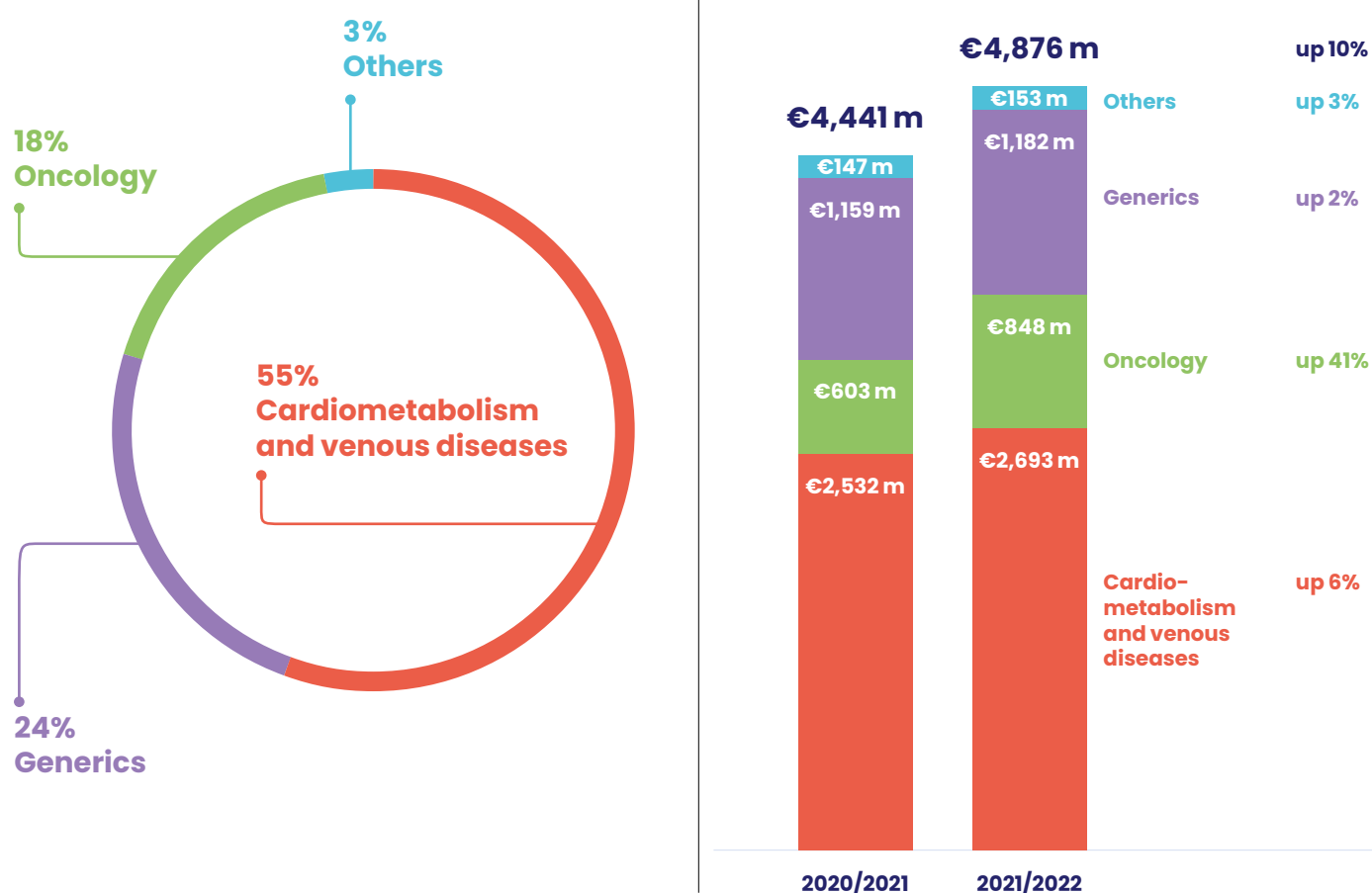


Consolidated sales revenue for 2021/2022 totaled €4,876 million, up 9.8% on the previous year. This growth was driven by greater sales volumes in medicines throughout the world, especially in oncology, and a positive exchange rate effect, while the pressure on prices had a negative effect on sales revenue growth.

Sales revenue from brand-name medicines rose 12.5% year on year to reach €3.694 billion in 2021/2022, whereas sales revenue from generic medicines increased 2.0% year on year to €1.182 billion in 2021/2022.



## Breakdown and evolution in sales revenue by business segment



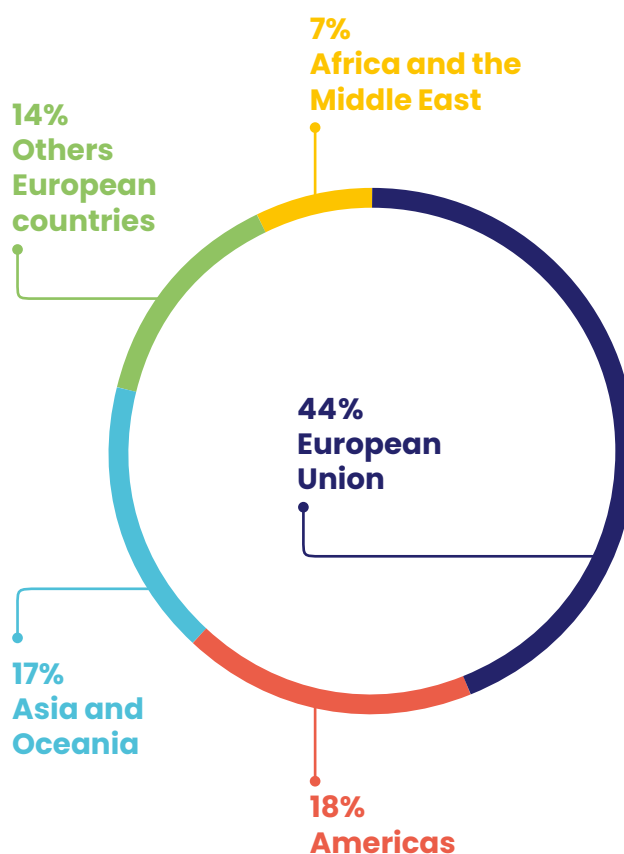
Sales of medicines in cardiometabolism and venous diseases account for 55.2% of consolidated sales revenue. For the second consecutive year, Daflon® was the Group's biggest selling medicine. Sales revenue in oncology surged 40.7% on the previous year to €848 million, bringing its share in Group sales revenue up to 17.4%, compared with 13.6% in 2020/2021, upholding our growth strategy in this area. This performance was driven in particular by sales of Tibsovo®, up significantly year on year as the medicine only entered the portfolio part way through the 2020/2021 financial year following the acquisition of the oncology division of Agios Pharmaceuticals on April 1, 2021.

## Breakdown and evolution in sales revenue by geographic region

The proportion of sales revenue generated outside the European Union rose 15% year on year to reach 56%.

The Group's US subsidiary became its largest, surpassing China with sales revenue from brand-name medicines totaling €437 million. We expanded our business on the American continent as a whole, growing sales revenue 44.8% to €271 million.

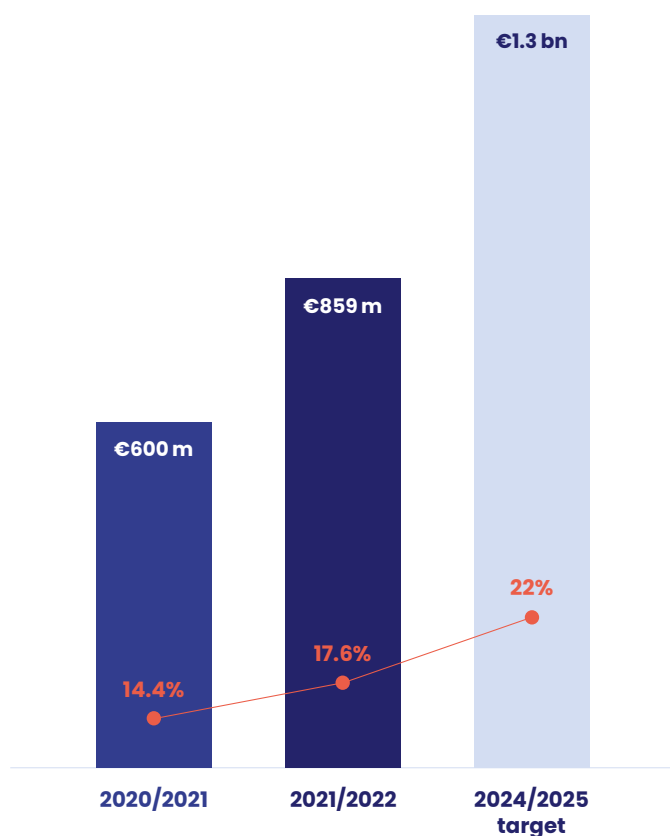
In 11 countries throughout the world, the Group generated sales revenue exceeding €100 million, amounting to a total €2.964 billion and representing 60.8% of consolidated sales revenue.



## EBITDA

EBITDA<sup>(1)</sup> in 2021/2022 came out at €859 million, up 34.6%, and now represents 17.6% of Group sales revenue compared with 14.4% in the previous year.

This performance represents the higher proportion of sales revenue generated outside France, combined with a positive exchange rate effect, effective cost control and prioritization throughout the year.



● Ratio between EBITDA and consolidated sales revenue

"Our 2021/2022 financial results are in line with the Servier Group trajectory and its ability to reach sales revenue targets of €6 billion and EBITDA of €1.3 billion by 2025. The strong growth in sales in oncology, as well as major investments made over recent years, uphold the Group's strategy to become a focused and innovative player in oncology. Servier aims to generate €1 billion in revenue in oncology by 2025 by driving growth in key markets such as the United States and Japan. Fulfilling our 2025 objectives represents a key step that will enable the Group to pursue its ambitious 2030 strategy."

**Pascal Lemaire** — Executive Vice President Finance

<sup>(1)</sup> Earnings before interest, taxes, depreciation, and amortization.

The Group uses EBITDA as an indicator of operational performance, which is defined as current operating income plus increases and minus decreases in amortization and depreciation of property, plant and equipment and intangible assets, as well as right-of-use assets under IFRS 16

## Our medicines and therapeutic areas

Day in, day out, we capitalize on the engagement of the people employed throughout the Group in order to make our brand-name and generic medicines available to patients in over 150 countries.

To promote access to quality health care for all at a lower cost, our generic medicines cover most illnesses and are marketed through well-known brands such as Biogaran in France, Egis in Eastern Europe, Pharlab in Brazil and Swipha in Nigeria. In fields such as oncology and rheumatology, we are also starting to develop biosimilars, which are highly similar to another already approved biological medicine, known as a reference medicine, and increase access to innovative treatments to as many patients as possible.

### Our brand-name medicines

#### Cardiometabolism

- Atorduo®
- Daflon®
- Diamicron®
- Carivalan®
- Cosyrel®
- Coveram®
- Coversyl®
- Hyperium®
- Implicor®
- Lipocomb®
- Natrilix®
- Natrixam®
- Preterax®
- Procoralan®
- Triplixam®
- Triveram®
- Vastarel®
- Viacoram®
- Viacorlix®

#### Oncology

- Lonsurf®
- Onivyde®
- Muphoran®
- Oncaspar®
- Asparlas®
- Pixuvri®
- Tibsovo®

#### Neuroscience

- Valdoxan®
- Trivastal®
- Stablon®
- Arcalion®





Our medicines are the fruit of our knowledge and expertise in our therapeutic areas of oncology, neuroscience, immuno-inflammation, cardiovascular diseases and metabolism. —

## Therapeutic areas

We are one of the world's leading pharmaceutical group in cardiovascular, metabolic and venous diseases. We are also stepping up our focus and innovation in oncology. Moreover, we are involved in neuroscience and immune-inflammatory diseases. In each of these domains, we work on indications with a considerable medical need and we listen to patients to provide them with the most effective solutions.



### Cardiovascular, metabolic and venous diseases

We intend to maintain our leading position in cardiometabolism by taking a strategic and innovative approach to managing the life cycle of our medicines. We capitalize on our expertise in incremental innovation, in particular by developing Single Pill Combinations<sup>(1)</sup>. We continue to offer solid support to patients by developing innovative digital services to refine diagnoses, understanding of chronic illnesses and improve therapeutic adherence. Similarly, we have long been involved in treating Type 2 diabetes, which accounts for around 90% of diabetes cases in the world. Furthermore, we work alongside health care professionals and patients to better understand venous insufficiency and treat the symptoms.



### Cancer

To address the ever-increasing incidence of cancer and the growing need for therapeutic solutions, we have made oncology a priority focus for development. We invest over half of our R&D budget in oncology, with a view to becoming an innovative player focused on developing medicines targeting hard-to-treat cancers, including digestive cancers, glioma (or brain tumors), blood cancers and pediatric cancers. We orient our R&D programs to pursue a two-pronged approach—immuno oncology and targeted treatments.



### Neuroscience

Neurodegenerative diseases are chronic pathologies that over time lead to a total loss of autonomy. We focus our research and development efforts on discovering new medicines that slow the progression of rare neurodegenerative conditions causing uncontrollable movements, such as Parkinson's disease, as well as genetic diseases such as spinocerebellar ataxia or hereditary forms of motor neuron disease.



### Immuno-inflammation

Autoimmune diseases are characterized by an inappropriate immune system response that attacks the patient's own healthy tissues or organs. They affect approximately 5 to 8% of the world's population. We are already working on Sjogren's syndrome, directing our research and development efforts to formulate treatments for pathologies with a strong therapeutic need, such as autoimmune and skin diseases.

### Putting the patient at the heart of everything we do

At Servier, we strongly believe that working with patients drives progress in medical research that benefits everyone. That is why we support them through their treatment and involve them, as well as the organizations representing them, at every stage of the medicine life cycle. Right from the molecule design stage, we work with and listen to them to help them understand how to properly follow the treatment, through their diagnosis and offering beyond the pill support. Throughout the process, we value their opinions and contribution so together we may improve their quality of life and develop ever-more effective treatments.

<sup>(1)</sup> SPC: treatments that combine several active ingredients in a single pill

## A balanced pipeline full of promise

At Servier, we choose to reinvest our profit to grow the Group. Major investment in R&D (over 20% of revenue from brand-name medicines) enhances our capacity for innovation and creates a promising pipeline of projects targeting illnesses with significant unmet medical needs.

This innovative pipeline offers considerable potential for the Group to differentiate itself and create value, with 50% of projects deemed to be first in class (medicine that uses a new and unique mechanism of action). It now comprises 75 projects, 43 of which in clinical development and 32 research projects. —



# 43

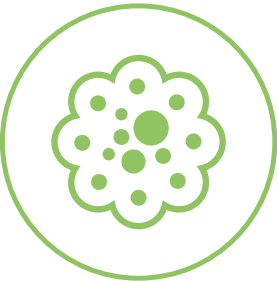
**projects in clinical  
development<sup>(1)</sup>**

including 17 NMEs<sup>(2)</sup>

# 32

**research projects**

Data at January 2023



Oncology

Solid tumors  
and hematologic  
malignancies

21

17

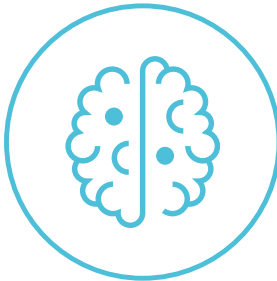


Immuno-  
inflammation

Autoimmune diseases

3

6

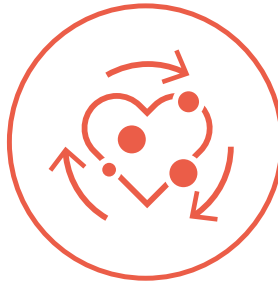


Neuroscience

Neurodegenerative  
diseases

3

9



Cardio-  
metabolism

Heart failure  
Hypertension  
Type 2 diabetes  
Venous diseases

16<sub>SPC<sup>(3)</sup></sub>

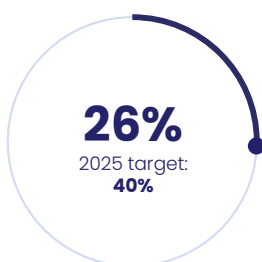
—

<sup>(1)</sup> Clinical development: from pre-clinical development to filing  
<sup>(2)</sup> New Molecular Entity  
<sup>(3)</sup> Single Pill Combinations

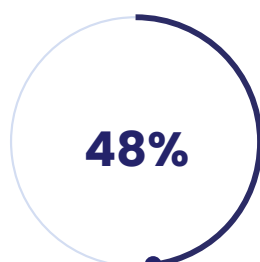
# Non-financial indicators 2021/2022

## Diversity and inclusion

Percentage of senior management positions held by women in the Group



Percentage of management positions held by women in the Group



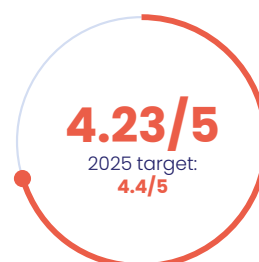
## Training

Training and career development in the Group



## Engagement

Overall engagement score among Servier Group employees in 2022<sup>(1)</sup>



## Environment

Direct scope 1 greenhouse gas emissions<sup>(2)</sup> (in metric tons of CO<sub>2</sub> equivalent)

**58,780**

Indirect scope 2 greenhouse gas emissions<sup>(2)</sup> (in metric tons of CO<sub>2</sub> equivalent)

**31,133**

Reduction in scope 1 and 2 greenhouse gas emissions<sup>(2)</sup> compared with 2020/2021

**7.7%**

Energy consumption (electricity and gas) in MWh<sup>(2)</sup>

**462,429**

MWh including 20,548 MWh of renewable energy

Water consumption in m<sup>3</sup>

**1.19 million**

m<sup>3</sup> across R&D and brand-name and generic industry (excluding Swipha) and headquarters in France (Survai and Biogaran)

Reduction in air freight in weight transported

**5.2%**

From Loiret (Deret) and Arklow (Ireland) to its subsidiaries, platforms and direct clients

<sup>(1)</sup> Annual engagement survey conducted with the Gallup Institute

<sup>(2)</sup> Industrial facilities and R&D in brand name and generic medicines + Servier, Biogaran and Egis headquarters



## Responsible purchasing

59.1/100

Average score calculated by EcoVadis<sup>(3)</sup> after assessing 369 of the Group's suppliers and sub-contractors

66%

Proportion of strategic suppliers assessed by EcoVadis<sup>(3)</sup>

## Health and safety

Lost Time Injury Rate (LTIR)<sup>(4)</sup>

2.98

2025 target

100%

of industrial and R&D facilities have deployed the SAFE<sup>(5)</sup> program. **Reduce the LTIR by 45%** by 2025.

## Communities — Mécénat Servier

29

non-profit organizations supported in 2021/2022

2,208

employee commitments in 2021/2022

<sup>(3)</sup> The EcoVadis score measures CSR maturity in order to suggest ways to prevent and mitigate risk. Average score of organizations assessed by EcoVadis (overall): 44.7/100

<sup>(4)</sup> Across the Group, excluding Swipha, promotional subsidiaries and Egis headquarters

<sup>(5)</sup> Safety Always For Everyone



**SERVIER – FEBRUARY 2023**

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