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This annual report is dedicated to Doctor Rachid Djoudi, Responsible Person for LBP at EFS, who passed away on 12 December 2019. Rachid Djoudi dedicated his life to improving the blood transfusion system and its safety. He was one of its finest experts. His position as Responsible Person for LBP at EFS was the culmination of a diverse career in the blood transfusion sector, which began in the mid-1980s. In addition to his role as a leading executive, he was a physician who spearheaded public health and a key player in the weekly health safety meetings with the Director-General for Health. Rachid Djoudi was a consummate professional. He was also highly regarded for his compassion, integrity and exemplary approach. This was his raison d'être.

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THE EFS 2019 FINANCIAL
STATEMENT

* Due to the health crisis, the 2019 annual report was not published until Q4 2020 and includes an initial review of this particular year.

INTERVIEW

FRANÇOIS TOUJAS, PRESIDENT OF EFS

“Our transfusion model is ethical, effective and has never failed, even in times of crisis. Thanks to this model, there are now 10,000 donations every day in France, saving patients’ lives.”

The world has been coping with an unprecedented crisis since March 2020. What lessons have you learned from this?

François Toujas: This crisis, which we have endured without failing in our duties, has highlighted the remarkable resilience of EFS when faced with a major shock, and the relevance of our strategic decision-making process prior to the pandemic. It has accelerated a more modern approach to our work. This is clearly evident in blood donations by appointment, which have been stepped up throughout the crisis to manage the flow of donors, ensure the safety of all concerned and facilitate the work of our staff. The crisis has also taught us a great deal on the concrete implementation of our business continuity plans. We had already worked on how to adapt our organisations to cope with emerging risks. COVID-19 really put us to the test. I would like to thank the 10,000 EFS employees who adapted efficiently, flexibly and responsively to our new ways of operating. I would also like to thank the donors and volunteers for stepping up to the mark in such an exemplary manner. Last but not least, this crisis has consolidated the central

role of EFS within public research, particularly in terms of its involvement in the study on antibody-enriched, convalescent plasma for coronavirus patients.

How did you ensure self-sufficiency throughout 2019 and during the COVID crisis?

F. T.: In 2019, the need for labile blood products (LBP) dropped very slightly and self-sufficiency was guaranteed across the country, as it always has been, ever since the creation of EFS. From a quality perspective, EFS is wholly committed to creating a national network of phenotypes of interest. This is one of our major projects for 2020 and a key focus in our 3rd Objectives and Performance Contract (COP III). During the COVID-19 crisis, EFS has continued to operate in close collaboration with the health authorities. Since the outset, the Health Director-General, Professor Jérôme Salomon, called on the people of France to give blood and overcome the administrative obstacles associated with lockdown. From that point onwards, thanks to unstinting teamwork, we soon had surplus stocks despite the lack of blood drives from company and university collection centres.



“This crisis has consolidated the central role of EFS within public research, particularly in terms of its involvement in the study on convalescent plasma.*”

What are the main focus points of COP III?

F. T.: This contract signed with the supervisory authorities sets out the establishment's strategic framework. The three key challenges of the COP, in addition to the focal collection-based mission, are as follows: the creation of a network of phenotypes of interest, risk control including emerging risks such as those linked to information technology, which are increasingly coming to the fore as we process sensitive personal data, and finally, our establishment's commitment to eco-responsibility, eagerly awaited by staff and donors alike.

In order to develop a sustainable economic model, EFS must continue its drive towards modernisation and efficiency. What steps have you taken?

F. T.: The sustainability of our economic model extends beyond changes in terms of VAT, which weighs heavily on our finances to the tune of 10% of our revenue. Our 2020 exceptional state subsidy of €40M, has been renewed. We must continue to modernise and transform our establishment. This involves continuing our efforts to boost efficiency, particularly by sharing some of our costs with hospitals, and optimising the use of certain sites. It also means increasing our revenue and raising our fees. Efficiency is not an end in itself. It goes hand in hand with our ethical model.

How do you defend this ethical model?

F. T.: I seek to promote it, first and foremost. Because our transfusion model, which encompasses a very strong association movement, donors driven by the ethical principles of donation and a national public operator vital to the health system, is a model that works. Because it is efficient and has never failed, even in times of crisis, such as COVID-19. Thanks to this model, there are now 10,000 donations every day in France, saving patients' lives. It is a model that attracts international interest, as evidenced by our numerous partnerships: in Lebanon as well as Morocco, Sub-Saharan Africa, Chile, Brazil and Vietnam, etc. This model is based on mutual respect for the values of generosity and solidarity. Two values that resonate more loudly now than ever. Just like our raison d'être: life.

* Read the interview with Pascal Morel, EFS Medical and Research Director, on page 11.

EFS: FULLY MOBILISED AGAINST COVID-19

**HOW TO ENSURE SELF-SUFFICIENCY AND GUARANTEE SAFETY
IN THE MIDST OF A GLOBAL PANDEMIC.**

EFS successfully rose to this dual challenge as a major actor in the French health system. A public service actor that has teamed up with donors whilst protecting their health and that of its teams and partners. An actor that has continued to supply hospitals with sufficient quantities of safe blood bags. An actor involved in the national research effort. An actor that has forged close links with the health authorities.





UNPRECEDENTED MOBILISATION IN AN UNPRECEDENTED CRISIS

First and foremost, protection and distancing strategies had to be implemented at the collection centres to safeguard teams and donors alike. Flow management was crucial in this approach. EFS thus stepped up its donation by appointment system, which was rapidly rolled out at many venues. Despite the world-wide shortage, the wearing of masks at collection centres was mandatory firstly for staff and volunteers and then for donors. All protective measures were followed meticulously. The beds were disinfected after each donor and seating was spaced more than one metre apart, etc. The work organisation was completely reviewed as well, and teleworking was introduced overnight for everyone not needed on site. The IT department provided staff with the necessary equipment and set up numerous simultaneous connections in record time.

"I would like to extend my sincere and grateful thanks to our teams who held strong despite the sometimes difficult conditions: wearing masks,

constant disinfection, increased stress and overtime. 26% of our employees have children under 12. When all of the schools and colleges closed, they had to arrange childcare to be able to come to work despite everything. It is thanks to them that we have been able to continue working at a highly satisfactory level, throughout the blood transfusion chain."

Marie-Émilie Jéhanno, Managing Director of Resources & Performance

The self-sufficiency challenge first arose when France was hit by the full force of the COVID-19 pandemic and the entire country came to a grinding halt overnight. With the cancellation of many blood drives in the first two weeks of March, blood collections fell by 30%, leading to a sharp drop in blood bag stocks. When you know that platelets last for seven days and red blood cells for 42, you have to act quickly. This is precisely what EFS did with the support of the public authorities. Jérôme Salomon, Director-General for Health, made a public commitment to blood donation

and EFS launched a major appeal for donations. Donors rose admirably to the occasion! Allowed to travel for this act of solidarity, they enabled EFS to remain self-sufficient throughout the crisis, continuing its amazing record spanning twenty years.

"Far from deserting us in the hour of need, donor associations were involved from the outset and throughout lockdown, even though conditions were not always easy. Donors turned out in large droves, with attendance doubling at some sites. I am extremely grateful to one and all. Thanks to them, we came out of lockdown with higher than usual stocks at the same time of year, after the spring holidays."

François Hébert, then Managing Director of the Transfusion Chain, Therapies and Development

Vulnerable staff working on site were instructed to shield. Shift work was introduced throughout the blood transfusion chain and volunteers helped the collection teams, assisting

with queuing in particular. The issuing and preparation teams were also highly committed to ensuring constant supplies.

"Self-sufficient throughout the crisis, our regional establishment even contributed to national self-sufficiency. And all of this despite increased sick leave and the shielding of vulnerable personnel. We have had to review our organisation, set up teleworking and organise shifts to maintain staffing at the collection centres, in our laboratories, within our issuing services and in the preparation and biological testing of donations. Not to mention the roll-out of donation by appointment. We should learn from all of this, as some of these strategies proved to be extremely effective."

Dominique Legrand, Director of EFS Auvergne - Rhône-Alpes

The absence of viremia (circulation of the virus in the blood) was noted from the very first cases reported in China. It was quickly established that SARS-CoV-2, a respiratory virus, was not transmitted by blood. However, EFS continued to carry out checks to ensure that there was no risk of viral

COMMUNICATION: A VITAL LINK IN CRISIS MANAGEMENT

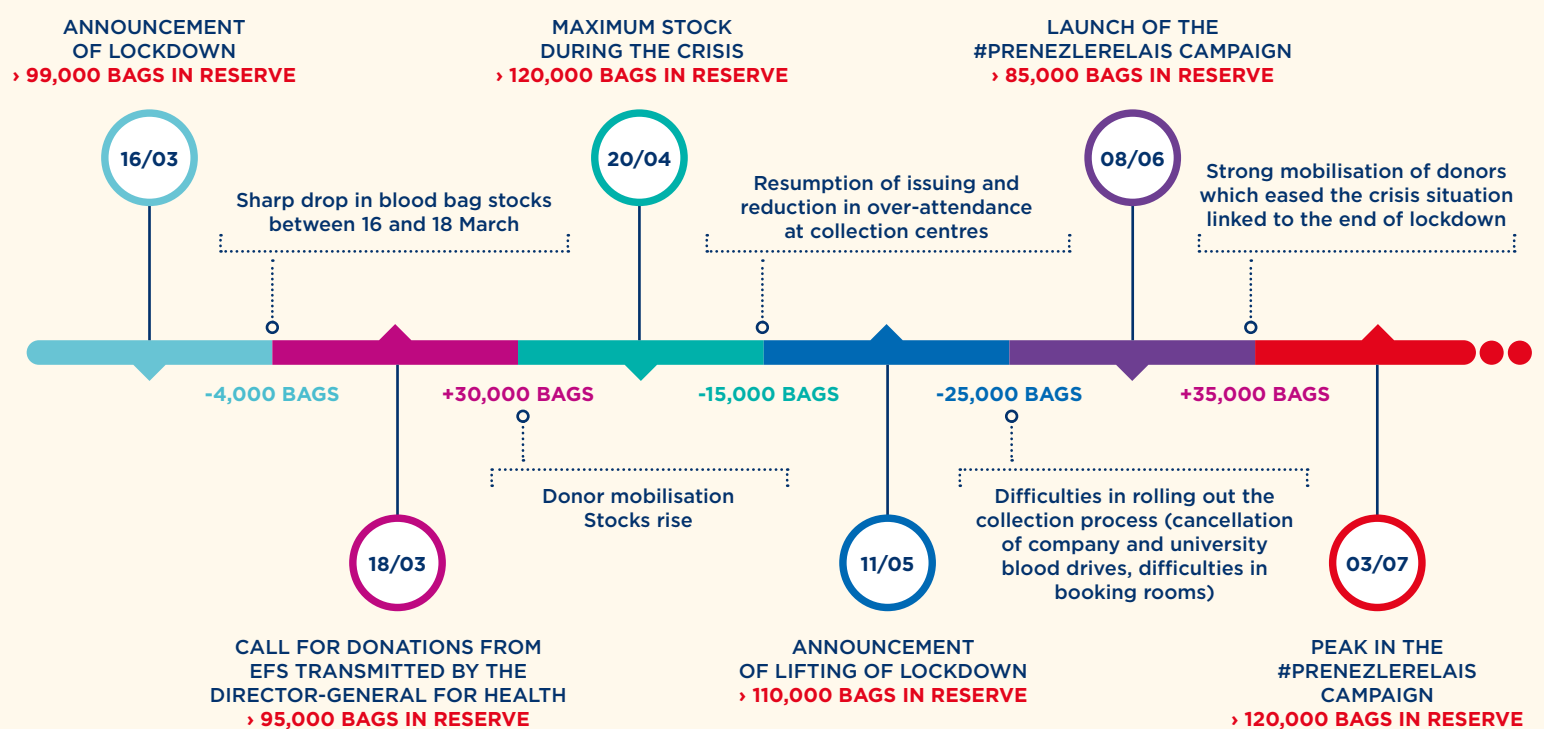
"Blood donation means donors. But mobilising them during lockdown was a real challenge! Our first challenge was therefore to inform them that they could still go to blood collection centres. Once blood donation was recognised as a justified reason for going out, the call for donations launched by the Director-General for Health, which was widely reported in the media, led to increased attendance at blood donation drives. With all of the protective measures in place, of course, but primarily thanks to the roll-out of the donation by appointment system to control the flow." According to Philippe Mouchérat, Communication and Branding Manager, this is how EFS set the wheels in motion from the very first few days of the crisis by using all available channels and means to generate a response via communication teams working closely with the crisis units at head office and regional level. The message was thus delivered without delay and donors rallied. But the information was the driving force rather than communication per se. The donors did indeed arrive in droves. Mission successfully accomplished, particularly since convalescent donors were also needed to donate their plasma for research purposes.

transmission through infusion. Transparent, coordinated and reactive crisis management in close collaboration with the health authorities has ensured the efficacy of all of these measures and guaranteed self-sufficiency and safety. A national crisis unit was set up within the establishment in addition to a smaller crisis unit at head-office level. EFS has worked continuously with the health authorities throughout the crisis.

"Initiated by the EFS President on 25 January, the enhanced monitoring unit entered crisis mode on 12 March. We have worked in direct contact with the health crisis centre set up by the French Ministry of Health and the prefectures. We created an internal network of COVID experts to monitor information and the difficulties encountered on the ground. The links forged by EFS with central, decentralised and local administrations created a hitherto unprecedented network that helped integrate EFS within a global health crisis system."

Thierry Baudonet, Chief Security and Defence Officer and National Crisis Unit Co-ordinator

CHANGE IN BLOOD BAG STOCKS AT SIX DATES



ALL MOBILISED: NO LOCKDOWN FOR BLOOD DONATIONS!

EFS COLLEAGUES, DONORS AND VOLUNTEERS

ALL JOINED FORCES TO ENSURE THE CONTINUITY OF BLOOD DRIVES UNDER OPTIMUM SAFETY CONDITIONS... AND WITH COMPOSURE, DESPITE THE CRISIS. TESTIMONIES FROM THOSE 'OUT OF LOCKDOWN' FOR A GOOD CAUSE - BLOOD DONATION.

"I gave blood in Arnouville. The blood collection team was very professional and extremely well organised. The new donor appointment procedure is a great initiative. It ensures a streamlined arrival process for the team and optimum use of resources. Well done! Let's keep this system in place!"

Didier Dartois, donor in Val-d'Oise

"Over these weeks, despite a flood of non-stop calls, tiredness and hysterics, I became aware of this surge of solidarity! And yes, lockdown has been positive because it encouraged donors and those who had never given blood before, to find out about it and to leave their homes for a worthwhile cause!"

Carine Viallon, Donor Relations Department, Lyon, EFS Auvergne - Rhône-Alpes



"What do I remember most about this period? The solidarity that made it possible, even during lockdown and despite the unprecedented logistical problems, the coming together of the entire transfusion chain and effective inter-regional cooperation in response to the highly specific need for matching platelets for one of our patients."

Laure Levoir, Regional Manager, RCI and BAL IH-ISS, Pessac / Haut-Lévêque, EFS Nouvelle-Aquitaine



"Before participating in the first blood drive during lockdown, I had loads of questions going through my mind about the protective measures for donors and volunteers. I quickly realised that the EFS teams were prepared: protective mask, distancing, single-use pencils, etc. Such a professional approach soon put my mind at rest and allayed the fears expressed by others. Donors came out in large numbers and calmly queued outside before giving blood." **Sylvain Zanetti, Vice-Chair of the Saint-Dié-des-Vosges association and Chair of the Lorraine-Champagne-Ardenne regional committee**

"Day 29: let's save lives. Today, I attended the Wolfisheim blood drive organised by EFS. All the safety measures were in place: use of a hand sanitiser on arrival, mandatory wearing of masks for everyone, at least one metre distancing, issuing of certificates in case you get stopped on the way home, etc. And a team always ready to listen and in good spirits! Thanks also to the volunteers who are always there to ensure that everything runs smoothly!" **Farah Fekih, donor in the Bas-Rhin region**

"Aware of the fact that EFS was going to have to reorganise to adapt to the COVID-19 health restrictions, I offered to come and help staff at the Cabanel Centre in Paris on Saturdays and when I had time off work. The ties between the EFS team and the Laurette Fugain Association have really been strengthened."

Nadine Foch, volunteer at the Laurette Fugain Association



THREE QUESTIONS TO **PASCAL MOREL**, THEN ACTING RESPONSIBLE PERSON FOR LBP AND MEDICAL AND RESEARCH DIRECTOR



EFS researchers sprung into action from the early days of the crisis. How did you organise yourselves in conjunction with the authorities and other research players?

Pascal Morel: Our researchers spontaneously sent numerous research projects to us. To avoid duplication and respond to the authorities' requests at the same time, we liaised constantly with the Director-General for Health and our contacts at REACTing (REsearch&ACTion, a network of projects set up by Inserm to combat SARS-CoV-2). The Director-General for Health ensured the national coherence of the projects and facilitated our procedures for obtaining authorisation in accordance with the regulations. REACTing provided the scientific link between the partners. On the EFS side, we prioritised our projects via an ad-hoc committee comprising EFS lecturers and researchers (the scientific advisory board was subsequently reappointed on 31 July 2020). Finally, we have also been very much in demand from industry and research laboratories, to provide access to biological samples, share our protocols and feed data platforms.

The purpose of the Coriplasm and COVIDonneur trials is to treat COVID-19 and gain a better understanding of its clinical course, respectively. What do these studies involve?

P. M.: Coriplasm is a clinical study conducted by the AP-HP (Paris Hospitals) to assess the therapeutic efficacy of convalescent plasma, transfused early to COVID-19 patients. Another clinical

study promoted by EFS has provided a plasma collection framework in order to obtain essential plasma supplies. Over 2,500 plasmaphereses involving more than 400 convalescent patients were carried out in PLASMA-CoV-2.

The COVIDonneur project assesses the proportion of immunised donors among the 1.5 million blood donors by means of random serological tests on cohorts of 4,000 to 6,000 donors at different times: end of April, mid-May and mid-July. Knowing the number of immunised individuals who remained asymptomatic, according to region, will allow epidemiologists to model the spread of the disease.

You have proposed almost fifteen studies in addition to these two projects. How do they illustrate the diversity of the research conducted by EFS?

P. M.: They show the contribution of EFS to public health based on its know-how and expertise. The EFS teams are helping to combat this novel virus in the areas of therapeutic innovation, diagnostics, epidemiology, understanding of the mechanisms of disease, and human and social sciences. Their discoveries will play an influential role in dealing with a potential second wave. It is important to emphasise the role of blood donors who have helped to ensure self-sufficiency in general, and the donation of plasma rich in anti-COVID-19 antibodies and non-therapeutic donations in particular.

By participating in research in this way, they are giving us much more than blood. They are also giving us direction.

HEALTH DEMOCRACY AT THE HEART OF THE CRISIS

Be it patient associations, donor associations, prescribers, the EFS expert to the Social Affairs Commission of the French National Assembly or elected officials, EFS has liaised closely with all stakeholders throughout the crisis. Several national dialogue committees were held at each step of the way, bringing together prescribers and patient and donor associations. The purpose: to review blood stocks, to arrange business continuity plans and to discuss the measures taken by the establishment, in addition to answering questions raised by stakeholders on transfusion safety and research, and to take part in decision-making processes.

According to Nathalie Moretton, EFS Chief of Staff, "Health democracy has played a key role and lent direction during this crisis."

We have had on-going, transparent dialogue with the stakeholders. When lockdown was announced, blood drives suddenly came to an end in universities and companies alike. Local authorities opened up premises and associations joined forces. In hospitals, we were in permanent contact with prescribers to understand how their needs were changing. This constant discussion was essential in order to continue our public health mission without interruption and to respond to patients' needs."

A MESSAGE
FROM

CATHY BLIEM, THEN ACTING RESPONSIBLE PERSON FOR LBP AT EFS, LOOKS BACK ON HOW THE ESTABLISHMENT ENSURED BOTH SELF-SUFFICIENCY AND PATIENT/DONOR SAFETY DURING THE HEALTH CRISIS AND THROUGHOUT 2019.



“EFS has done the groundwork for one of its priority projects for 2020: a true network for rare blood.”

Our first victory in this crisis was guaranteeing self-sufficiency in labile blood products (LBP). This was despite lockdown, despite the fact that 30% of our blood drives came to a halt overnight, and despite the fact that some of our employees were absent (due to childcare or illness). The second issue was to ensure blood safety. As SARS-CoV-2 is a respiratory virus, there is theoretically no viremia (circulation of the infectious virus in the blood), and there has been no mention of this in scientific journals to date. This has not prevented us from remaining vigilant and monitoring recipients, especially those who have developed a COVID infection (for another reason). Our third challenge was to guarantee safety throughout the transfusion chain, starting with blood drives, by taking protective measures (social distancing and hand washing), rolling out blood donation by appointment and distributing masks, etc. We worked in close collaboration with the authorities in all of these areas, holding weekly health safety meetings, and within the national crisis unit. However, in the longer term, this crisis is a reminder that we need to stay alert so as to be able to take immediate action if a new pathogen emerges, particularly if we have to deal with a blood-borne agent tomorrow.

This is EFS' stance with regard to arboviruses which are becoming more prevalent in our countries due to global warming. Following the identification in 2018 of some cases of West Nile Virus, we expanded screening at our blood screening laboratories in 2019. Thanks to this, we have limited the 28-day deferral of donors returning from risk areas.

To reinforce blood safety, we took several measures in 2019. Following an injunction from the ANSM⁽¹⁾, we have replaced a significant proportion of our plasma apheresis separators with new machines. We have carried out work to prevent donor discomfort, to monitor the haemoglobin levels of our donors, and to establish a national database of patients of

interest. Thanks to this database, which should be ready this autumn, immunised patients will be able to be transfused anywhere in France without risk, since prescribers will have access to their transfusion data. Finally, in 2019, we implemented good transfusion practices based on European legislation, by focusing on the management of all our processes. The last point on blood safety is MSM⁽²⁾ donation. After two years of monitoring, the Complidon study showed that opening donation to MSM had no impact on blood safety. Since 1 April 2020, blood donation has been allowed for men who have not had sex with men in the four months prior to the donation, thereby reducing this time frame which was previously set at 12 months.

In terms of qualitative self-sufficiency, in 2019 the French Blood Establishment laid the groundwork for one of its 2020 priority projects: a true network for rare blood types and phenotypes of interest. People from sub-Saharan Africa have a different phenotype (identity card of their red blood cells) than Caucasians, but are under-represented among donors. This raises the problem of qualitative adequacy in terms of LBP stocks. I cannot end this overview without mentioning innovation. At the end of 2019, France was the world's second country to develop pooled granulocytes concentrates from whole blood buffy coats (PGC) as a complement to and/or instead of apheresis granulocyte concentrates (AGC). An indispensable product for treating aplastic patients with bacterial infections.

⁽¹⁾ ANSM: French National Agency for Medicines and Health Products Safety (*Agence nationale de sécurité du médicament et des produits de santé*)

⁽²⁾ MSM: men who have sex with men

HIGHLIGHTS

DISCOVER THE HIGHLIGHTS IN THE LIFE OF
EFS DONORS IN 2019.

Making
Life
easier for
our donors

96% of donors
are satisfied with the way
in which blood drives are
generally organised.



98% of associations
and partners believe that
the collection process is carried
out effectively.

Source: Odoxa survey,
January-February 2019.

MAKING BLOOD DONATION MORE APPEALING IN THE FUTURE

EFS of tomorrow



EFS is reinventing the wheel through two additional strategic projects: **Innovadon**, to make the donor experience more appealing, and **Les Assises nationales de la collecte (ANC)** collective intelligence exercise, to gain employee feedback.

pathway. It began to materialise in 2019 and is continuing in 2020. In the first half of 2019, a community of 80 employees joined forces to create a 'donor ambition' based on four strategies aimed at facilitating their journey in total confidence and providing them with a gratifying, pleasant and friendly experience. This was shared with all regional establishments during the regional 'Innovadon Day' seminar. At the same time, the EFS Social Lab is assisting with this overhaul of the collection process. The Lab is based on human and social sciences aimed at improving the knowledge of donors and potential donors, and structuring a donor feedback system.

Innovadon's first concrete achievements were showcased in 2019: among other projects, the *Dondesang* mobile app was launched in June, and a *maison du don* (donation collection centre) with a modern look and equipped with digital tools was opened in Bordeaux in November (see special article on page 16). Innovadon will continue onwards and upwards in 2020 with numerous workshops to improve the digital and physical experience of donors.

Les Assises nationales de la collecte initiative is also setting its sights on **designing a collection centre of the future**. The perfect complement to Innovadon, this strategic project is aimed at improving the working conditions of blood collecting teams, the tools at their disposal and the organisation and efficiency of the collection service for the benefit of employees and donors alike.

This hands-on approach is based on the outcome of a survey conducted by the Odoxa Research Institute in early



2019, which collated data on the perception of blood drives in France (see inset). A day of discussion and brainstorming with the blood collecting managers in each region then led to two initial priority actions: displaying the various steps in the donor journey in collection centres and computer processing of geographical data.

Finally, in autumn 2019, a survey completed by 3,500 blood collecting employees identified other areas for improvement (e.g. management of donor waiting times). Six priority actions emerged from this survey and a precise action plan staggered into phases is being drawn up in 2020, including the development of team-building time and better information for mobile collection teams.



DONDESANG
"THE APP THAT
SAVES LIVES"

In 2019, EFS launched a mobile app for the general public, allowing users to geolocate collections in the local vicinity and make an appointment with a single click!





10% of transfusions
concern patients with sickle
cell disease.

Targeted actions to recruit 'rare blood' donors

Qualitative self-sufficiency



Because the need for rare blood is particularly pressing for EFS Paca - Corse and EFS Île-de-France, both regions conducted targeted recruitment drives for donors of African origin in 2019. These needs are particularly important for the treatment of sickle cell disease, a genetic disease mainly affecting people of African origin.

"In the Île-de-France region, 10% of transfusions concern sickle cell patients. However, only 5-6% of donors are of Afro-Caribbean origin", explains Professor France Pirenne, Medical Director of EFS Île-de-France.

This is why EFS Île-de-France rallied for World Sickle Cell Disease Day, on 19 June 2019. "We need donors who are increasingly well matched", adds Professor Jacques Chiaroni, Director of EFS Paca - Corse. "The levers for these cohorts are citizenship and solidarity within the community." On 29 June 2019, the Avignon, Marseilles and Nice maisons du don (donation centres) hosted a "day in celebration of diversity" bringing everyone together.

THE MAISONS DU DON TAKE ON A NEW LOOK

Inaugurations

EFS opened several new *maisons du don* in 2019, in Arras, Bordeaux, Brest, Melun and Troyes.

The Bordeaux centre is the first to be revamped as part of the Innovadon project, setting the scene for a more appealing donor experience.

After 12 months' work to improve the reception of donors, the centre reopened its doors in November 2019. Its opening hours are adapted in line with the constraints of working life and the donor pathway has been simplified. This new innovative centre also encourages relaxation with cosy reception areas equipped with sofas, information screens on blood donation and waiting times, a bigger blood collection facility, colourful armchairs with USB ports, a book box, tablets and even virtual reality headsets, etc.!



2,925,409 donations
in 2019, taking all donations
into account.



1,610,173 donors
in 2019, including
288,382 new donors.

30,000 NEW DONORS THANKS TO #PRENEZLERELAIS

The **#PrenezLeRelais** campaign heralds the start of an unprecedented communication strategy, which seeks to bring about a profound and sustainable change in the attitude towards blood donation. How? By delivering friendly and informative messages to help donors and non-donors gain a better understanding of what is

involved. This large-scale campaign ran from 11 June to 13 July 2019, around World Blood Donor Day. Its messages, which were widely broadcast on M6 television channels and radio stations as well as on the Internet, reached 44% of the French population. Relayed across France via event-based collections, the campaign helped recruit almost 30,000 new donors: 11.5% more than in 2018! A resounding success for the first #PrenezLeRelais initiative which was repeated in 2020.



All of the communication
campaigns can be found
on dondesang.efs.sante.fr

"I SAVED 3 LIVES IN 1 HOUR": A COMMON THREAD TO ENCOURAGE DONOR LOYALTY

Communication



Videos, posters, radio, cinema, etc. EFS re-ran the "I saved 3 lives in 1 hour" campaign in April 2019. This highly digital, local communication method launched in 2018 helps to promote long-term donor loyalty by delivering a powerful, striking message. It was continued in 2020.

EFS' raison d'être through the eyes of...
Philippe Moucherat,
Communication and Branding Manager

"MAKING LIFE EASIER FOR OUR DONORS"

EFS has no need to create a *raison d'être*. It already has one! One that was self-evident: 'Life'! In all its infinite aspects, given that saving lives is our primary mission. We want to make life easier for our donors. We also want to continue to improve the working environment for our employees to enable them to carry out their tasks in optimum conditions. It's about quality of life in a work setting. These are all projects that our teams bring to life, just like our researchers who bring new treatments or novel protocols to life.

Those of us who deliver the message bring the vision of EFS to life, highlighting its ambition, values, team spirit and, more broadly, its role in

health democracy. And of course, above all, it is the citizens whom we support at each stage of their life, and whose quality of life we improve, even saving it when necessary, because we are there. Whatever happens. Our *raison d'être*, life, means life in the singular, because it is unique, and life in the plural, in all its forms, both literally and figuratively. This is the thread of life.



HIGHLIGHTS

SPOTLIGHT ON OUR PARTNERS
AND THEIR ACTIONS DURING 2019.

The views and

Life

of our

stakeholders



750,000 volunteers
of the French Federation for
Voluntary Blood Donation
(FFDSB), operating across
the country, and comprising
2,850 local associations.



THE RELATIONSHIP OF TRUST WITH OUR STAKEHOLDERS

Health democracy

EFS maintains a relationship of trust with all of its partners: donor and patient associations, local and regional authorities and actors in the health sector. They share the ethical values of blood donation, and play an essential role in the transfusion chain.



T

hroughout the year, volunteer blood donor and patient associations join forces to help us rise to the self-sufficiency challenge. They play a crucial role in raising awareness among the general public, circulating information and promoting blood donation. In 2019, volunteers from the FFDSB in the first instance, followed by the Rotary Club, Lions Club and patient associations such as Laurette Fugain, Cassandra, AFNP, Iris and AFH all demonstrated nationwide support for EFS. Their commitment has helped to spread the values of blood donation: solidarity, generosity

and volunteering. These associations bring health democracy to life within national dialogue committees (NDC) introduced by EFS. In 2018, the three panels of this body - blood donation, prescribers and patients - met on four occasions. They share the same goal: to collectively reflect on and jointly highlight the challenges of blood transfusion and donation. The purpose of these discussions is to gain stakeholder insights in order to inform EFS' decisions. At the end of 2019, one year after the launch of the NDCs, a survey was conducted among all members to identify the developments to be implemented in 2020.

Elected officials also play a key role in supporting the public service mission of EFS across the country. In 2019, the Establishment organised a series of meetings with mayors and MPs

to promote a better understanding of its activities, issues and challenges. EFS also opened several new *maisons du don* in Arras, Bordeaux, Brest, Melun and Troyes. These are important institutional milestones for the Establishment. The purpose of the *maisons du don* is to make blood donation an integral part of everyday life and citizenship. Partnerships between many local authorities and the EFS regional establishments facilitate the nationwide involvement of both EFS and volunteers. These mutual actions to benefit patients not only are extremely useful but valuable.

Placed under the aegis of the French Ministry for Solidarity and Health, the French Blood Establishment also maintains close links with actors in the health system among others. First of all with its clients, health

care institutions and the French Fractionation and Biotechnologies Laboratory (LFB). But also with many other institutions such as the French National Agency for Medicines and Health Products Safety (ANSM), the Agency of Biomedicine (ABM), the French National Agency of Public Health (*Santé publique France*), the French National Institute for Health and Medical Research (Inserm), the French National Alliance for Life Sciences and Health (Aviesan) and the French National Blood Transfusion Institute (INTS) and universities, etc.

In 2019, EFS strengthened its international links and forged partnerships with the French Development Agency (*Agence française de développement - AFD*) and Expertise France. It also enhanced its dialogue with the WHO.



10 partnerships
with patient associations.

EFS is committed to the European Blood Alliance

Europe



Cooperation, benchmarking, lobbying: EFS' involvement is increasing and expanding on a European scale.

It is primarily involved in the European Blood Alliance (EBA), an association representing European blood banks promoting unpaid blood donation in 26 countries. *"The European Union broadly sets the transfusion framework in European countries. At the same time, transfusion is a key topic in Europe,"* says Pierre Tiberghien, President of the EBA. *"It epitomises donation and solidarity - shared values across Europe."*

Which is why the EBA, at the initiative of EFS, organised an event at the European Parliament in Brussels on 22 January 2019. The aim? To raise awareness among elected officials of the importance of voluntary, unpaid blood donation. EFS, represented by three Board members, is also very involved in the association's Working Groups. In May 2019, it participated in the Nice workshop on the management of blood products with interesting phenotypes. EFS was also involved in the workshop on the management of supplies, which was held in Dublin in October 2019.

ARRAS: UNSTINTING COMMITMENT TO EFS

Frédéric Leturque, Mayor of Arras



"The city of Arras has long since supported EFS in order to facilitate information and communication to promote blood donation amongst our citizens. The municipal team, a local institutional partner, helps EFS to deliver its public health mission. Since 2014, the city has been actively involved in supporting EFS in its search for suitable premises to house the future Arras *maison du don*. We put EFS in touch with Arras hospital to find an appropriate site. Since the opening, the partnership has continued to thrive with our active support to promote blood donation for the people of Arras."



22 countries
In terms of international cooperation, EFS is active in 22 partner countries.

EFS' EXPERTISE ASSISTING INTERNATIONAL TRANSFUSION SYSTEMS

The World Health Organization called on EFS' expertise: from 4 to 13 March 2019, the International Affairs Division of EFS conducted a strategic audit of the Moroccan transfusion system. The auditors, Karima Youbi and Dr Thierry Schneider, interviewed nearly 80 actors: staff from blood transfusion centres, donor and patient associations, hospital and government bodies, etc. This comprehensive audit recommended three initial steps: the creation of the Moroccan Blood Agency, the launch of a nationwide collection plan and change management support for blood transfusion stakeholders. Following this pilot experiment, EFS carried out further



assignments in Congo-Brazzaville, Gabon and Vietnam. All of these missions help to promote the Establishment's ethical and organisational model on the international stage.

For the latest international information, visit www.efs.sante.fr

RENEWAL OF THE AGREEMENT BETWEEN EFS AND THE FFDSB

Partnership



The agreement between EFS and the French Federation for Voluntary Blood Donation (FFDSB) was renewed on 21 September 2019. Valid from 1 January 2020, it reinforces a precious, long-standing link. This national framework harmonises the practices of the various regions in implementing the partnership. With 750,000 volunteers across France and 2,850 local associations, the FFDSB is a key player in organising blood drives and recruiting donors.



14 associations
of donors and patients represented within the national dialogue committees, bodies designed to bring health democracy to life within EFS.



EFS' raison d'être through the eyes of...
Nathalie Moretton, Chief of Staff

"UNITED IN SOLIDARITY AND GENEROSITY"

In my opinion, EFS' raison d'être is epitomised by the men and women who make up the blood transfusion chain. This chain of solidarity and generosity brings to mind the link between donor and recipient. During the COVID-19 crisis, this sense of community, this unifying link, was strongly apparent. Thus all of EFS' teams, donors and volunteer associations immediately and actively mobilised for life. The relevance of our work and the benefits of donation, which is irreplaceable, have resonated. This aspect drives my commitment and our work, particularly in terms of the institutional component. Contributing to health democracy, participating in the

on-going dialogue with the various EFS stakeholders and portraying the Establishment's vision for today and tomorrow are essential in order to increase awareness of blood donation and its challenges, especially among young people. It is also important to facilitate and support the public service mission of an innovative establishment serving patients on a daily basis, right across the country. EFS' raison d'être, life, is not a slogan, it is a reality, a tangible link of solidarity and citizenship, but above all it is the women and men who keep it alive!



A LOOK BACK AT THE DAILY LIVES
OF OUR COLLEAGUES WITHIN EFS IN 2019.

Our
colleagues
bring EFS to life



5 European countries
also benefit from remote medical
assistance for blood collections:
Finland, Ireland, Norway, the United
Kingdom and Sweden.

INTRODUCTION OF REMOTE MEDICAL ASSISTANCE (RMA) FOR BLOOD COLLECTIONS

EFS of tomorrow

In 2019, a project team representing the various regions and professions covered by EFS set out the RMA organisational framework. This flagship EFS project is essential within the context of a medical demography under pressure. Initial RMA pilot projects were introduced in the autumn of 2020.



C

oping with the shortage of doctors in order to continue guaranteed national self-sufficiency in terms of labile blood products is outlined in the decree of 15 February 2019, which allows whole blood to be collected without a doctor being physically present. To make this possible, an order published on 27 June 2019 sets out the communication route between doctors working remotely and nurses in charge of blood collection and the interview prior to whole blood donation. Given that donors are essentially people in good health, EFS was able to consider RMA as a relevant response to an issue

raised by medical demographics, thus allowing EFS to continue to collect blood across the country, in strict compliance with health safety rules.

On this regulatory basis, the EFS project team designed the organisational framework based on two new roles: the supervisory State Registered Nurse (SRN) and the RMA doctor. The supervisory SRN manages the entire collection process. Their role involves coordinating the organisational and practical arrangements for blood collection. The supervisory SRN also acts as the interface with key EFS partners, such as voluntary blood donation associations.

In this context, the RMA doctor replaces the blood collection doctor at certain centres. Medical expertise is thus available remotely for several collection centres. *“Some of the tasks entrusted to the collection doctor*

at the collection site do not equate to purely medical skills,” explains Dr Cécile Fabra, national coordinator of the RMA project. *“RMA will allow doctors to focus their expertise and time on delivering medical advice remotely for the benefit of the blood collection process and the donor.”*

The RMA doctor will also be involved in the medical follow-up of donors and will spend at least 20% of their time on other tasks within EFS.

RMA therefore provides new development opportunities for EFS SRNs and doctors. From 2020, they can volunteer for these new positions. EFS has a rigorous training plan to support them in this important shift in their work. RMA is being trialled at 19 pilot sites in 2020, before being rolled out from 2021 onwards.



AUDIO AND VIDEO COMMUNICATION

The collection teams can reach the remote doctor in charge of RMA at any time.

9,689 people
worked at EFS as at
31 December 2019.



43 years
the average age of
EFS employees.

70.6% of staff
are involved in an activity
in the transfusion chain.



682 hires
on permanent contracts in 2019.

The Social and Economic Committee: a new employee representative body

Rewriting social dialogue



The Social and Economic Committee (CSE) was first introduced within EFS in 2019.

This new employee representative body was created by the so-called Macron ordinances of 22 September 2017, as part of the labour law reforms. These provide for the merging of employee representative bodies including the Works Council (CE), Committee for Health, Safety and Working Conditions (CHSCT) and staff representatives (DP), in just one body - the CSE. Its organisation, powers and resources were defined at EFS by an amendment to the agreement

on trade union rights and the modernisation of social dialogue of 31 July 2017.

The rewriting of social dialogue has resulted in the establishment of a central CSE (CSEC) at national level, 14 establishment CSEs (one for each regional establishment and one for the head office), as well as local representatives. This change in employee representative bodies aims to strengthen social dialogue by making it more fluid and by maintaining local discussions, which are essential particularly in the context of the COVID-19 health crisis.

CAMPUS EFS MODERNISES WITH THE INTRODUCTION OF DIGITAL TRAINING

Certification



Campus EFS, the Establishment's training organisation, is investing in the continuous improvement and digitalisation of its programme.

In 2019, it took active steps to prepare for ISO certification, which now covers all regions. Campus EFS is also firmly committed to the 'Qualiopi' quality certification process, which will become mandatory for training providers from January 2022. In the field of immunohaematology, Campus EFS has introduced a uniform training programme throughout the Establishment. Finally, in October 2019, EFS launched an e-learning incentive which continued in 2020. *"The challenge is to take advantage of the new training options offered by digital technology without comprising educational quality,"* explains Professor Jean-Michel Boiron, Director of Campus EFS. *"Blended learning, which combines e-learning and face-to-face learning, is of particular interest for EFS."*

A NEW 2020-2024 POLICY FOR SUSTAINABLE AND RESPONSIBLE PROCUREMENT

Reducing the environmental impacts and increasing the societal benefits of procurement - that is the aim of the EFS sustainable purchasing policy, adopted in November 2019. It guides the action of EFS purchasers in five key areas: saving resources, waste processing and the protection of biodiversity,

social responsibility, energy savings and last but not least, sustainable mobility. To achieve these objectives, EFS is making three major commitments: increased mobilisation of decision-makers, support for purchasers, and progress reports. The mission of the responsible purchaser within the Establishment is clarified: to have a global vision of the product life cycle, play a role in EFS' sustainable development process and make public procurement a lever in the production of sustainable goods.

ALL MOBILISED TO IMPLEMENT GOOD PRACTICE GUIDELINES FOR BLOOD ESTABLISHMENTS

Guidelines



What was the purpose of the good practice guidelines for blood establishments published by ANSM in 2018? To strengthen the quality control of labile blood products and improve the consistency of transfusion practices within the European Union. In 2019, EFS employees were gradually trained in this new standard, as part of a collective approach towards mutually devising methods and tools alongside the professions in question. The good practice guidelines for blood establishments 2018 require the strengthening of our practices, in particular in the following five new areas: incoming inspection of single-use medical devices (SUDs), process validation, validation master plan, change management and product quality review.



EFS' raison d'être through the eyes of...
Marie-Émilie Jéhanno, Managing Director of Resources and Performance

"AT 8PM THE FRENCH APPLAUDED LIFE... AND EFS"

Every evening at 8pm, my 5 year-old was the first to check the time to applaud EFS. Because he had understood that the EFS teams were also there to save lives. I think the entire French population joined with him to applaud us. Because the lives of the patients at the end of the transfusion chain epitomise everything we do. The first link in this chain is undoubtedly the best of all because it is based on solidarity at its finest and generosity - the gift of self. A little piece of their life that they give to save someone they do not know and who doesn't know them.

As head of support functions, my teams and I are here to make sure we have everything we need so that the medical and technical teams can do their job. Because without competent, mobilised and motivated human resources, without useful products to produce blood bags, without delivery logistics and information tracking systems, and without the means to finance this entire chain, we would not be able to save lives. So the applause was also for all the EFS teams. And they certainly deserved it.

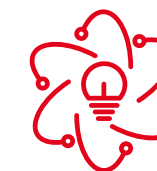
HIGHLIGHTS

MOBILISATION OF EFS RESEARCHERS
AND THE ESTABLISHMENT'S INNOVATIVE PROJECTS
THROUGHOUT 2019.

EFS:

a living and innovative establishment

20 innovative projects
supported in 2019 by the EFS MIES.



51 ongoing clinical
research projects in 2019,
16 of which sponsored by EFS.

ACCOMPANYING AND SUPPORTING INNOVATION

EFS of tomorrow

In a world beset by fundamental changes, innovation is an essential challenge in allowing EFS to fulfil its many public service missions. Which is why the Establishment has set up an innovation management system to facilitate the emergence and development of innovative projects. This is evidenced by the introduction of numerous projects at head office and across the different regions.

Innovation is managed at EFS by the Innovation and Strategic Studies Department (*Mission innovation et études stratégiques* - MIES), created in April 2018 and led by Claire Huault. This new head office department works closely with other departments in order to support innovative projects in all EFS activities and professions. In particular, it works closely with the EFS Research and Technology Transfer Department in order to safeguard EFS in all aspects of intellectual property, but also collaborates with the Legal & Compliance Department on a new procedure for innovative purchases, and many other departments besides. By supporting innovative projects, both at head office and in the regions, MIES is strengthening EFS' collaboration both internally and externally.

In 2019, it introduced an entire innovation management process through support for numerous projects. For example, MIES support was crucial in developing the '*Mieux prévoir la fréquentation en collecte*' ('Improved forecasting of blood donations') project. Developed by EFS Bourgogne - Franche-Comté, this project consists of trialling an algorithm that crosses EFS data with demographic, epidemiological, meteorological and event data. As another example, MIES works with Liberté Living-Lab, an innovation consultancy making information more accessible to mobile collection teams. Project support continued and was enhanced in 2020. Innovation is truly a game changer at EFS!

R

Research, invention and innovation are part of EFS' DNA. In order to encourage the emergence of innovative projects and to bring them to fruition, EFS initiated an innovation management system in 2018, an approach that supports, steers and shares innovation. Because innovation is at the heart of the Establishment's strategy to modernise and deliver its public service mission under optimum conditions.



SEVEN NEW PATENT APPLICATIONS

During 2019, EFS filed seven new patent applications in addition to its 58 patent families. In the field of future blood products, its portfolio has been enhanced with a device for the release of platelets produced in vitro from stem cells. The Establishment is also developing cellular immunotherapy in particular with the patenting of a CAR-T cell* (Chimeric Antigen Receptor T-cell) targeting the IL1RAP antigen, specific to leukaemic stem cells and aimed at treating leukaemia.

* CAR-T cells are cellular immunotherapy tools made up of T cells genetically modified to express a specific receptor for a tumour antigen on their surface and thereby induce activation of the lymphocyte that will help to destroy the tumour cell carrying the antigen.

budget of €11.35M
dedicated to research
conducted by EFS.



16 technologies
promoted with the aim
of technology transfer.

17 cell therapy
units.



9 inventions
announced in 2019.

EFS ÎLE-DE-FRANCE AT THE FOREFRONT OF REGENERATIVE MEDICINE

In June 2018, EFS Île-de-France received authorisation to open a pharmaceutical establishment. One year later, in June 2019, its Engineering and Cell Therapy Unit produced its first advanced therapy medicinal product (ATMP). The implantation of the cells of this medicinal product has made it possible to treat patients at the CHRU (regional university hospital) in Tours suffering from pseudarthrosis, a post-fracture bone consolidation defect. This heralds a significant contribution to regenerative medicine and is a sector with great potential.

MODERNISATION OF THE RCI PORTFOLIO OF AUTOMATED DEVICES

In 2019, the EFS red cell immunohematology (RCI) laboratories replaced over one hundred of their 280 automated devices. A large-scale procedure was successfully completed, which enabled the automation of almost all examinations in many RCI laboratories in mainland France and overseas French territories. The laboratories in question have installed state-of-the-art systems: 30 IH-500, 30 Vision Max and 30 Qwalys Evo, leased for six years, and have purchased 20 Eflexis.



PGC: A NEW LABILE BLOOD PRODUCT FOR THE TRANSFUSION OF GRANULOCYTES

To overcome the difficulties associated with the collection of apheresis granulocyte concentrates (AGC), EFS Île-de-France developed a method with numerous advantages in 2019: the production of pooled granulocytes concentrates from whole blood buffy coats (PGC). France is now the second country after the United Kingdom to produce them. EFS has improved the technique for preparing this product, particularly in terms of the quantity of active ingredient (QAI). Easy to standardise and with a longer shelf life, this labile blood product, like AGC, will be used for the management of severe or uncontrolled bacterial or fungal infections in patients with aplasia or polynuclear neutrophil dysfunction. By the beginning of May 2020, 17 PGCs had already been produced to treat four patients.



EFS' raison d'être through the eyes of... Cathy Bliem, then acting Responsible Person for LBP “LIFE - IN FOUR WORDS THAT COMPEL US”

The first word that springs to mind when we refer to our **raison d'être**, life, is **solidarity**. Because life depends on a chain of solidarity between donors and patients. EFS does not contribute to this chain, but rather ensure the link. This is why all our teams have been mobilised, particularly during the crisis, without regard for the time spent and sometimes putting their family life on hold. The second word I think of is transparency. Because it is essential in order to create and maintain this link. But also because when we work for life, we must be transparent when it comes to our donors, as well as our patients and prescribers. Life is also innovation, the

third word - possible thanks to the numerous projects our research teams are working on to make life possible, today and tomorrow. So that there are new treatments such as CAR-T cells to eradicate lymphoma or plasma collected from donors who are convalescing patients to combat SARS-Cov-2. Our social and economic responsibility is the fourth topic. Even though we do not set the price of our products, we need to optimise their cost while improving their safety. In defence of these four words and to speak for EFS, as a spokesperson and a responsible person, I spent lockdown in Paris, without seeing my family.

EFS RESEARCH ADVANCES REWARDED

EFS researchers have been recognised for their work with several awards in 2019. The ISBT Young Professionals Certificate was awarded to EFS Île-de-France for the creation of a database on RHD alleles. The SFTS Young Researcher Award was presented in recognition of hypoxic red blood cells for the transfusion of sickle cell patients in Île-de-France. Finally, the Laurette Fugain prize was awarded in recognition of the work of EFS Bourgogne - Franche-Comté: for the first time, a French academic team has demonstrated the full preclinical development of CAR-T cells for the treatment of leukaemia.



EFS TECHNOLOGIES PROMOTED INTERNATIONALLY

Protection and promotion of inventions are among the core tasks of the EFS Research and Technology Transfer Department.

This department seeks to increase the number of promotional activities for the Establishment's inventions in order to give them greater visibility. The aim: to conclude academic, industrial or technology transfer partnerships. In 2019, EFS took part in a dozen medium- and large-scale national and international business conventions (MedFIT in France, BIO-Europe Spring in Austria, and BIO US in the United States, etc.). The Establishment presented 16 technologies and made over 300 contacts.

THE DIGITAL TRANSFORMATION OF EFS IS UNDER WAY

In November 2019, EFS launched the design of its digital transformation master plan. The challenge of this large-scale project is to ensure that the Establishment continues its mission in the midst of the technological and cultural revolution represented by the digital transformation. It is also an opportunity to consider ways of making life easier for donors, employees, health facilities and professionals, as well as patients. This strategic approach will be implemented through the creation of a 2020-2025 roadmap for the digital transformation of EFS.



EFS' raison d'être through the eyes of...
Pascal Morel, then acting Responsible Person for LBP and Medical and Research Director

“AT THE CORE OF LIFE, THE NEED TO BE USEFUL”

Although EFS plays a fundamental role in patients' lives, it also plays a fundamental role in the lives of those French citizens given the opportunity to selflessly help others. This is evidenced by the exceptional number of free and voluntary blood donations given after the terrorist attacks, but also in an everyday context at our blood donation centres. Last April, convalescent patients were mobilised to fight the impact of COVID-19 by donating their plasma. At the same time, blood donors took part in epidemiological studies which prompted the development of screening tests and provided information which was vital

for understanding the pandemic. Thousands of our fellow citizens work alongside us every day in blood donor associations. At a time when the risk of isolation is growing and impacting our social life, EFS provides an opportunity to display solidarity and selflessness. During this pandemic, blood donors have consistently responded to our requests even when people were advised to 'isolate' at home because of the risk. The sometimes moving testimonies of the EFS teams salute this overwhelming generosity. EFS is a wonderful forum for sharing, demonstrating on a daily basis the strength of the values on which it is founded.

A VACCINE AGAINST LUNG CANCER DEVELOPED BY PDC*LINE PHARMA

Research

PDC*line Pharma, a spin-off biotechnology company of the French Blood Establishment, is developing an innovative vaccine platform. In March 2019, it signed a sub-licensing agreement with LG Chem Life Sciences, a major Korean pharmaceutical company, to develop a lung cancer vaccine in Asia. A clinical trial involving about 60 people in Belgium and France started in 2020.

JOINT
INTERVIEW

MARIE-ÉMILIE JÉHANNO, MANAGING DIRECTOR OF RESOURCES AND PERFORMANCE, AND FRANÇOIS HÉBERT, THEN MANAGING DIRECTOR OF THE TRANSFUSION CHAIN, THERAPEUTIC ACTIVITIES AND DEVELOPMENT, RECALL THE HIGHLIGHTS OF THIS YEAR AND THE MAJOR PROJECTS AS THE ESTABLISHMENT LOOKS TO THE FUTURE.

“The crisis has highlighted the soundness of our organisation which has helped EFS to ride out the storm.”

François Hébert, then Managing Director of the Transfusion Chain, Therapeutic Activities and Development



The world is experiencing an unprecedented crisis. What will it change for EFS in the medium term?

François Hébert: The crisis has moved us forward on two fronts. First of all, the organisation of blood drives has had to take into account exceptional circumstances, which led us to accelerate the collections by appointment system. This ensures a fluid flow of donors and improves the quality of working life for the blood collection teams. It also makes us more efficient. Secondly, the crisis has highlighted the soundness of our organisation which has helped EFS to ride out the storm without jeopardising its self-sufficiency. This will have to be taken into account when considering changes in the current model.

Marie-Émilie Jéhanno: I would add a third aspect in terms of modernisation, remote working, which has been successfully implemented despite the fact that it was new to us. We are thinking about making this a permanent feature.

What should be learned from the third Objectives and Performance Contract (COP)?

F. H.: It is both a continuation of the previous one, on the core missions of the Establishment, and a transformation with the strategic challenge of efficiency and ambitious objectives when it comes to digitalisation, sustainable development and changes



“Our aim is to create a well-equipped managerial team that is also efficient.”

Marie-Émilie Jéhanno, Managing Director of Resources and Performance

in information systems. It is also a key project for a phenotypes of interest sector. In order to enable the professions and regions to implement this COP, it will be broken down into roadmaps, which everyone will be able to adopt for their particular sphere of activity.

M.-É. J.: This COP has been developed thanks to a vast amount of upstream work: our reflection on EFS 2035, as well as the conclusions of the IGAS inspection and the Court of Auditors' report. As for the roadmaps, they naturally take into account the results of our 2019 social barometer, to improve working conditions for our teams.

The digital transformation master plan is included in this COP. What purpose does it serve?

M.-É. J.: This five-year roadmap, which will be ready in the autumn, aims to modernise our information system and make life easier for users. Workshops have been launched to work on the donor experience as well as the employee experience, the services available to health care institutions and professionals, production, logistics, management, steering, support functions, strategy, governance, etc. They will be followed up by a survey in July 2020 to collate the expectations of all employees.

What progress was made by Les Assises nationales de la collecte?

F. H.: Blood collection is the showcase of EFS. Because society is constantly changing and because happy donors make happy employees, EFS wanted to give a voice to the teams that make it happen. Five areas for improvement emerged from Les Assises nationales de la collecte in 2019, including sustainable development, ergonomics, management, waiting time management and informing donors about how their donations are used.

M.-É. J.: We will integrate these avenues into the COP roadmaps, building on what has already been done in some regions.

What is the current position regarding remote medical assistance (RMA) for blood collection?

M.-É. J.: Some training sessions were held just before the crisis. They will resume, and we hope to launch the first pilot schemes in late 2020. The feedback from both nurses and doctors has been extremely positive. They are enthusiastic about their new role despite their initial fears.

F. H.: There will be one to two pilot sites per region. The information system and the assessment system are ready. And the donor associations are very supportive. The crisis has highlighted the crucial importance of implementing this project.

You launched a major survey among managers in 2019. What was the outcome?

M.-É. J.: Whatever their responsibilities, our managers say they are very committed but are too busy with their focal mission and administrative tasks. They lament the fact that they have neither the time nor the tools to do their job fully. And that's where we come in. Because our aim is to create a well-equipped managerial team that is also efficient.

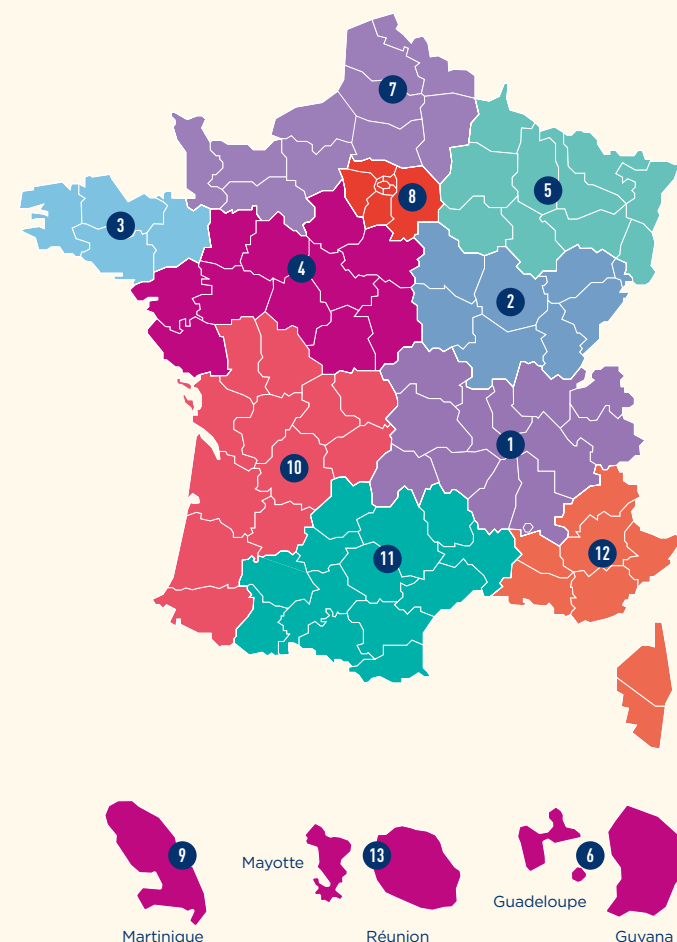
F. H.: This is the challenge for any establishment with a strong scientific background. The most competent in their field are appointed and then asked to take the teams on board. They need help in this venture.

If you had to sum up 2019 in one word, what word would that be?

F. H.: Preparation. In 2019, we prepared everything to be launched from 2020 onwards, namely the phenotypes of interest sector, remote collection assistance, the digital transformation master plan, Innovadon, Les Assises nationales de la collecte, the management drive, etc.

M.-É. J.: Strategy. In 2019, we clarified the ideal future position of EFS. We invested a great deal of time and energy in this and are now well placed to put things into practice.

OUR TERRITORIAL ORGANISATION



- ① EFS AUVERGNE - RHÔNE-ALPES
- ② EFS BOURGOGNE - FRANCHE-COMTÉ
- ③ EFS BRETAGNE
- ④ EFS CENTRE - PAYS DE LA LOIRE
- ⑤ EFS GRAND EST
- ⑥ EFS GUADELOUPE - GUYANE
- ⑦ EFS HAUTS-DE-FRANCE - NORMANDIE
- ⑧ EFS ÎLE-DE-FRANCE
- ⑨ EFS MARTINIQUE
- ⑩ EFS NOUVELLE-AQUITAINE
- ⑪ EFS OCCITANIE
- ⑫ EFS PACA - CORSE
- ⑬ EFS LA RÉUNION - OCÉAN INDIEN



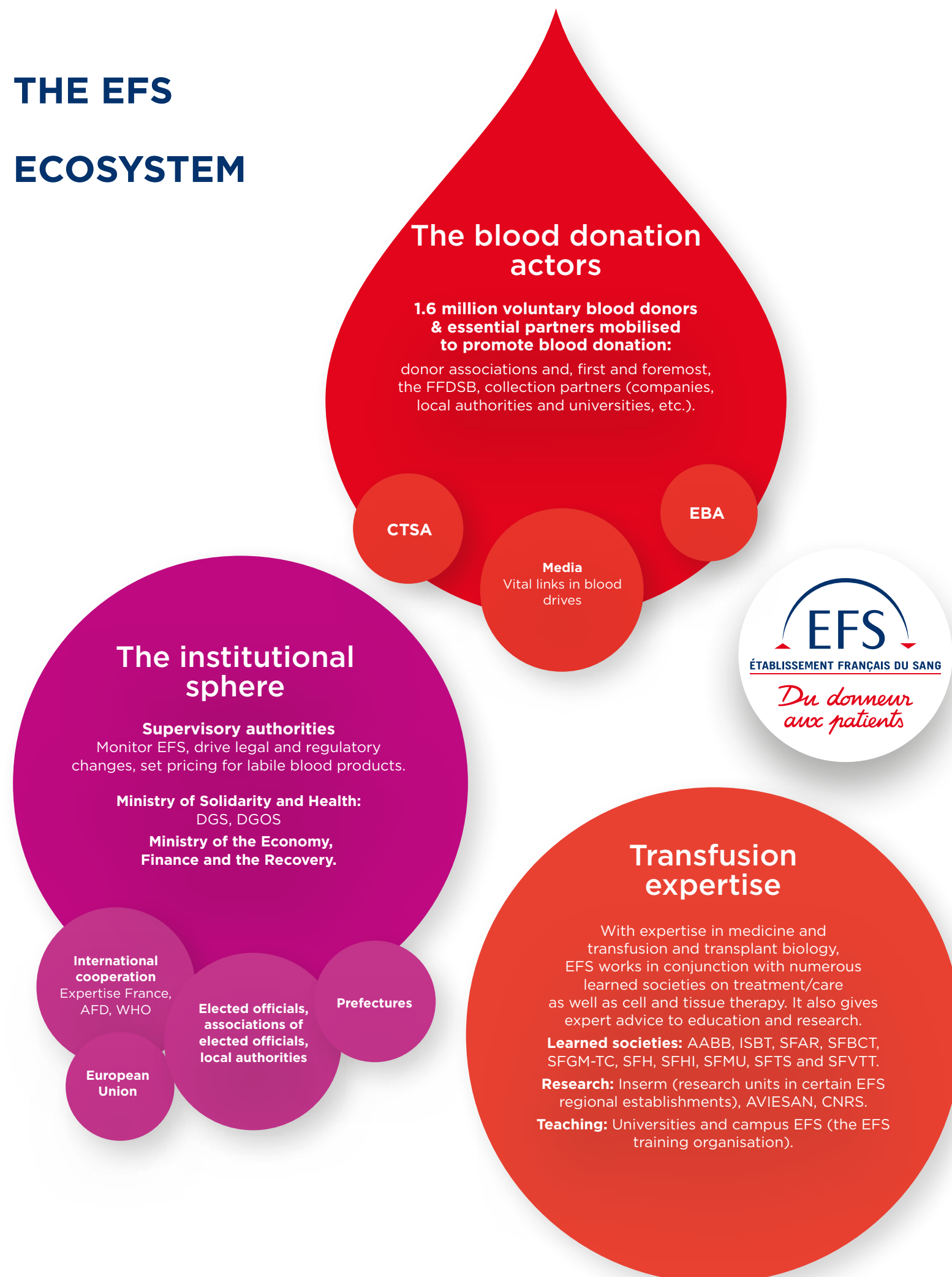
EFS' raison d'être through the eyes of...
Dominique Legrand, Director of
EFS Auvergne - Rhône-Alpes

“THE PATIENTS' LIVES ARE ALSO IN OUR HANDS”

As is often the case, crises bring out the best in each and every one of us. The COVID-19 crisis has made donors and our teams realise the importance of what they do and the raison d'être we share - life itself. During lockdown, donors came forth in large numbers, demonstrating their desire to help patients and hospitals. The collection centre staff and staff from other sectors were also mobilised to welcome them. Indeed, back-up was needed to guide donors, organise queues, hand out masks at the entrance and answer the countless telephone calls. Remarkable encounters took place and inspiring acts and messages of selflessness were displayed.

Staff told me how much they had enjoyed being on the front line and how aware they now are of the importance of giving blood. Regardless of whether we have a supporting or medical or technical role, we must never forget that we are there to preserve life. As regional manager, I am responsible for this raison d'être. We have all been shaken to the very core by this crisis. This different way of looking at life will also change the way in which our establishment takes us forward.

THE EFS ECOSYSTEM



The size of the spheres is aesthetic and does not correlate directly with the significance of EFS' relationship with its stakeholders.

GLOSSARY

Blood donation actors

CTSA: Armed Forces Blood Transfusion Centre (*Centre de Transfusion Sanguine des Armées*)

EBA: European Blood Alliance

FFDSB: French Voluntary Blood Donors' Association (*Fédération Française pour le don de sang bénévole*)

The partners serving patients

LEEM: French industry association representing drug companies (*Les Entreprises du Médicament*)

PLTR: Products for use in laboratories, teaching, and research

The institutional sphere

AFD: French Development Agency (*Agence Française de Développement*)

DGOS: General Directorate for Healthcare Services (*Direction générale de l'offre de soins*—Ministry of Health and Social Affairs)

DGS: General Directorate for Health (*Direction générale de la santé*—Ministry of Health and Social Affairs)

WHO: World Health Organization

Transfusion expertise

Learned societies:

AABB: American Association of Blood Banks

ISBT: International Society of Blood Transfusion

SFAR: French Society of Anesthesia & Intensive Care Medicine (*Société Française d'Anesthésie et de Réanimation*)

SFBCT: French Society of Cell and Tissue Bioengineering (*Société Française de Bio-ingénierie Cellulaire et Tissulaire*)

SFGM-TC: Francophone Society of Bone Marrow Transplantation and Cellular Therapy (*Société Francophone de Greffe de Moelle et de Thérapie Cellulaire*)

SFH: French Society of Haematology (*Société Française d'Hématologie*)

SFHI: Francophone Society for Histocompatibility and Immunogenetics (*Société Francophone d'Histocompatibilité et d'Immunogénétique*)

SFMU: French Society of Emergency Medicine (*Société Française de Médecine d'Urgence*)

SFTS: French Society of Blood Transfusion (*Société Française de Transfusion Sanguine*)

SFVTT: French Society of Vigilance and Transfusion Therapeutics (*Société Française de Vigilance et de Thérapeutique Transfusionnelle*)

Research:

AVIESAN: French National Alliance for Health and Life Sciences (*Alliance Nationale pour les Sciences de la Vie et de la Santé*)

CNRS: French National Centre for Scientific Research (*Centre National de la Recherche Scientifique*)

INSERM: French National Institute of Health and Medical Research (*Institut National de la Santé et de la Recherche Médicale*)

Public health actors

ANSES: French Agency for Food, Environmental and Occupational Health & Safety (*Agence nationale de sécurité sanitaire de l'alimentation, de l'environnement et du travail*)

ANSM: French National Agency for Medicines and Health Products Safety (*Agence nationale de sécurité du médicament et des produits de santé*)

Certification and accreditation organisations

AFNOR: French Standardisation Association (*Association Française de Normalisation*)

COFRAC: French Accreditation Committee (*Comité Français d'Accréditation*)

JACIE: Joint Accreditation Committee ISTC EBMT

GOVERNANCE OF EFS

EXECUTIVE BOARD (EB)

This is the steering body of EFS. It establishes the Establishment's general policies, in particular those concerning the deployment of the Establishment's activities, the promotion of donation and medical and research policy. It meets at least three times a year.

SCIENTIFIC ADVISORY BOARD

Responsible for giving opinions on medical, scientific and technical issues and involved in establishing the blood transfusion research policy and assessing research programmes conducted by the Establishment. It meets three times a year.

AUDITING COMMITTEE

Informs the Executive Board on matters relating to accounting and financial issues, monitoring the effectiveness of the risk management and internal control systems, with priority given to processes with a strong impact on the accounts, and the examination and monitoring of internal and external auditing programmes. It meets three to four times a year, prior to the Executive Board meeting.

ETHICS AND PROFESSIONAL CONDUCT COMMITTEE

Multidisciplinary, pluralist, consultative and independent body created by the EFS Executive Board. It is responsible for ensuring the consistency of EFS' principles with all of its activities and assists the President and Executive Board in specific areas of competence. It issues independent, objective opinions and recommendations on the ethical and professional conduct issues involved in EFS' activities and operations. It meets at least twice a year, and at the request of the General Directorate for Health or the EFS President. Following the decision of 9 April 2019, after a favourable opinion from the Executive Board on 22 March, the President of EFS, François Toujas, appointed the new members of the Ethics and Professional Conduct Committee. It has been extended to 14 members representing a wide range of experience and expertise.

Read the interview with Emmanuelle Prada-Bordenave,
Chair of the reappointed EPCC



INTERVIEW WITH EMMANUELLE PRADA-BORDENAVE, NEW CHAIR OF THE ETHICS AND PROFESSIONAL CONDUCT COMMITTEE

“Donation ethics are at
the heart of blood donation.”



The new Chair of the EPCC, State Advisor and former Director of the French Agency of Biomedicine, Emmanuelle Prada-Bordenave, explains the role of this body and why it is of particular importance given the current ethical challenges facing EFS. Since her appointment, the EPCC has met on three occasions between September 2019 and February 2020. In particular, it has reflected on EFS' ethical model with regard to the necessary changes in the sector in response to the needs of patients and the methods of donor recognition.

How will the new composition of the EPCC better respond to the new ethical challenges facing EFS?

Emmanuelle Prada-Bordenave: EFS decided to broaden the composition of the EPCC in order to be able to draw on the skills and reflection of various facets of civil society: not only experts with a sound knowledge of EFS, donor and patient associations, but also experts in the field of ethics, whether in the legal, philosophical, or public health fields, etc. Thus, society is now better represented by this body, whose role is to support the Establishment in its necessary changes. This choice by the Executive Board (EB) is indicative of the importance of ethical issues for the Establishment: donation ethics are at the heart of blood donation.

The first meeting of the reappointed Ethics and Professional Conduct Committee (EPCC) was held on 5 September 2019. What was the outcome?

E. P.-B.: All of the members expressed their commitment at the first meeting. They are all aware of the tensions in today's society, the seriousness of the issues at hand and the responsibility they hold. It was clear that there was a desire to reflect on issues together, relying on a wealth of diversity and experience, in order to deliver strong mutual opinions.

Why is it important for the EPCC to be an independent body?

E. P.-B.: The priority with these ethical questions is the wealth of experience that external and independent viewpoints can bring to an establishment that has its own history and constraints. At the same time, it is a committee that really stands by EFS. The EB appointed the committee to provide advice and support blood donation for the benefit of patients. EFS, patients and donors are the three pillars driving our action.



THE LIFE OF OUR GOVERNING BODIES

EXECUTIVE COMMITTEE

The guidance, strategic arbitration and decision-making body that examines all the issues that affect the course taken by the Establishment and require a wide range of views. It meets every fortnight and is composed of the President of EFS, the Responsible Person for LBP, the Chief of Staff, the Managing Director of Resources and Performance, the Managing Director of the Transfusion Chain, Therapeutic Activities and Development, the Communication and Branding Manager and an EFS regional establishment Director appointed for one term.

1
François Toujas,
President of EFS

2
Cathy Bliem,
Then Acting
Responsible Person
for LBP

3
Marie-Émilie Jéhanno,
Managing Director
of Resources and
Performance

4
François Hébert,
Then Managing
Director of the Blood
Transfusion Chain,
Therapeutic Activities
and Development

5
Dominique Legrand,
Director of EFS
Auvergne -
Rhône-Alpes

6
Nathalie Moretton,
Chief of Staff

7
Philippe Mouchérat,
Communication and
Branding Manager

Photo taken on 22 June 2020.

NATIONAL DIRECTORS' COMMITTEE (AS OF 1 NOVEMBER 2020)

This body unites the regional establishment directors and national directors. It is a forum for exchange and contribution to the development of the Establishment's policies and strategic decisions, as well as their evaluation. It meets every month.

François TOUJAS
President of EFS



Dr Laurent BARDIAUX
Director of EFS Occitanie
Pyrénées Méditerranée



Thierry BAUDONET
Chief Security and
Defence Officer



Jacques BERTOLINO
Deputy Managing
Director for Resources
and Performance



Dr Christophe BESIERS
Director of EFS
Bourgogne -
Franche-Comté



Dr Frédéric BIGEY
Director of EFS
Centre-Pays de la Loire



Franck BLETTERY
Chief
Accounting Officer



Dr Cathy BLIEM
Managing Director of the
Blood Transfusion Chain,
Therapeutic Activities and
Development



Christine BIZIEN
Director of Procurement,
Property and
Maintenance



Pr Jean-Michel BOIRON
Director of
Campus EFS



Karine BORNAREL
Legal and Conformity
Director



Pr Jacques CHIARONI
Director of EFS
PACA - Corse



Dr Rémi COURBIL
Director of EFS
Hauts-de-France -
Normandie



Dr Bruno DANIC
Director of EFS Bretagne



Dr Frédéric DEHAUT
Director of Biology,
Therapeutic Activities,
and Diagnostics



Dr Idriss DELOUANE
Director of EFS
La Réunion - Océan
Indien



Dr Anne FIALAIRE LEGENDRE
Responsible Person for CT (cell
therapy)
Responsible Pharmacist ATMP
Responsible Person for ATMP PP



Dr Christian GACHET
Director of EFS
Grand Est



Claire HUAULT
Director of the
Innovation and Strategic
Studies Department



Dr Michel JEANNE
Director of EFS
Nouvelle- Aquitaine



Marie-Émilie JÉHANNO
Managing Director of
Resources and
Performance



Dr Dominique LEGRAND
Director of EFS
Auvergne -
Rhône-Alpes



Dr Françoise MAIRE
Director of EFS
Guadeloupe - Guyane
and EFS Martinique



Dr Hervé MEINRAD
Director of LBP
Collection
and Production



Dr Pascal MOREL
Responsible Person for LBP
and Director of Research
and Technology Transfer



Nathalie MORETTON
Chief of Staff



Philippe MOUCHERAT
Communication and
Branding Manager



Stéphane NOEL
Director of EFS
Île-de-France



Xavier ORTMANS
Risk, Audit and
Quality Director



Dr Pascale RICHARD
Medical Director



Nathalie SERRE
Director of Financial
Affairs



Dr Thierry SCHNEIDER
Director of International
Affairs



Michel TREINS
Director of Information
Technology



Nicolas TUNESI
National Human
Resources Department



EXECUTIVE BOARD

BY DECREE OF 18 MARCH AND 11 DECEMBER 2019, THE FOLLOWING ARE APPOINTED MEMBERS OF THE EFS EXECUTIVE BOARD FOR THREE YEARS.

AS REPRESENTATIVES FROM THE FRENCH GOVERNMENT

As representatives of the Ministers of Health and Social Affairs

- Hélène Monasse, *permanent*
- Maurice-Pierre Planel, *deputy*
- Stéphanie Decoopman (DGOS), *permanent*
- François Lemoine (DGOS), *deputy*
- Jean-Martin Delorme, *permanent*
- Béatrice Tran (SGMAS), *deputy*

As representatives of the Minister of Social Security

- Nicolas Labrune, *permanent*
- Sophie Kelley, *deputy*

As representatives of the Minister of Defence

- Eliane Garrabe, *permanent*
- Benoît Clavier, *deputy*

As representatives of the Minister for the Budget

- Vincent Cottet, *permanent*
- Marie Chanchole, *deputy*

As representatives of the Minister for the Economy and Finances

- Alain-Yves Bregent (DGE), *deputy*
- Ambroise Pascal (DGCCRF), *permanent*
- Pauline Clairand (DGCCRF), *deputy*

As representatives of the Minister for Research

- Madeleine Duc Dodon, *permanent*
- Laurent Pinon, *deputy*

As representative of the Minister for Higher Education

- Clémence Misseboukpo, *deputy*

As representative of the Minister for French Overseas Territories

- Pierre-Emmanuel Bartier, *permanent*

AS REPRESENTATIVES FROM ORGANISATIONS AND ASSOCIATIONS

As named health insurance representatives on the joint proposal of the Boards of Directors of the French National Health Insurance Agency for Wage Earners (CNAM-TS), the French National Health Insurance Agency for Non-Wage Earners (CNAM-TNS) and the Central Agricultural Social Mutual Fund (CCMSA)

- Jean-Claude Fichet, *permanent*
- Pascale Barroso, *deputy*

As representative of health system user associations, accredited under the conditions provided for in Article L 1114-1, Member of the French Association For Haemophiliacs

- Thomas Sannie, *permanent*

As representatives of blood donor associations, appointed on the proposal of the French Federation for Voluntary Blood Donation

- Danielle Xerri, *permanent*
- Michel Monsellier, *permanent*

As representative of the French Hospital Federation (FHF)

- Pr Dominique Goeury, *permanent*

As representative of Private Hospital Organisations

- Marie-Claire Viez, *permanent*

AS EFS EMPLOYEE REPRESENTATIVES

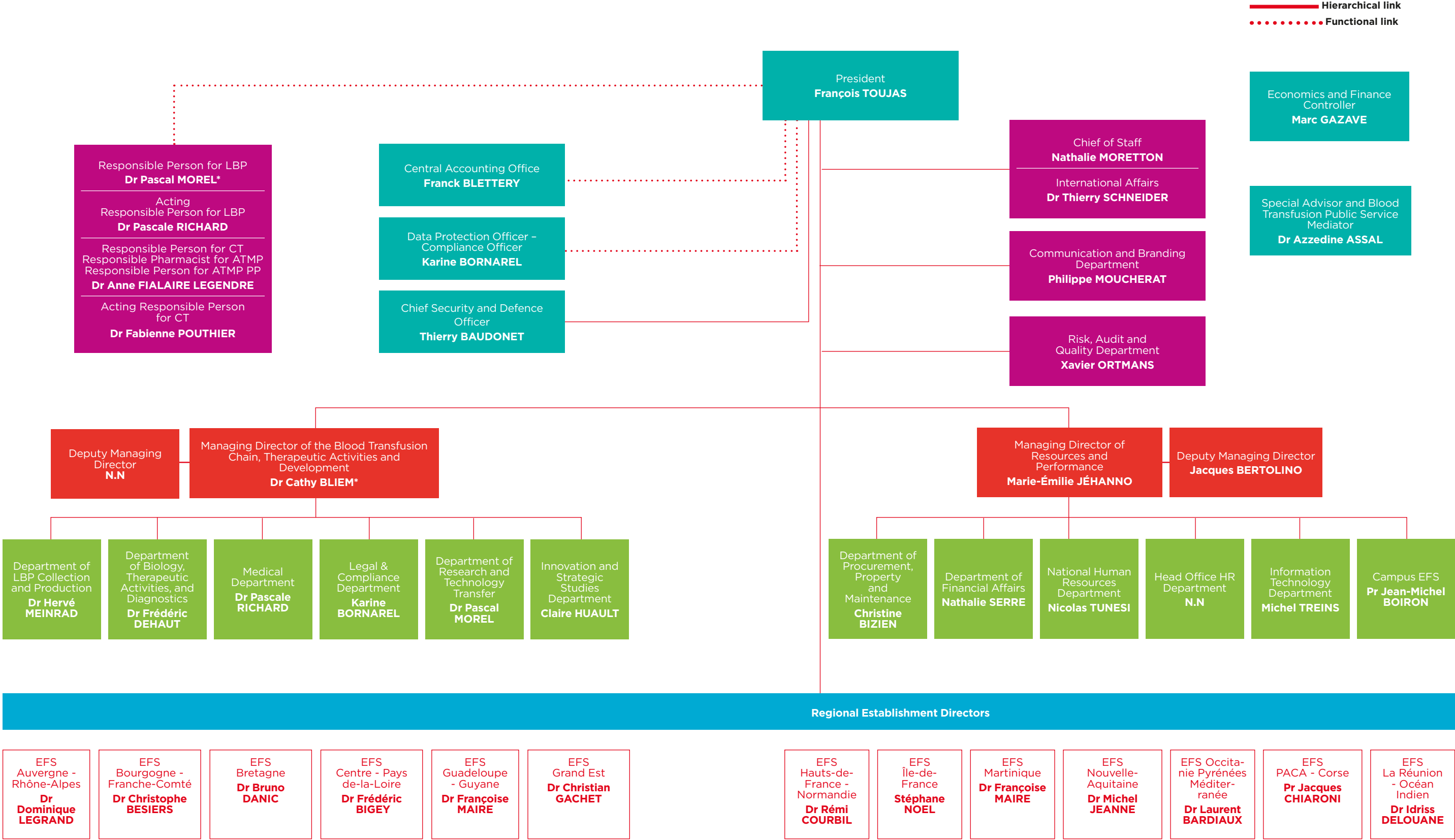
- Stéphanie Thiriot, *permanent*
- Daniel Bloom, *deputy*
- Frédéric Didelot, *permanent*
- Élodie Bernard, *deputy*

AS QUALIFIED EXPERTS

- Didier Blaise, *permanent*
- Cécile Aubron, *permanent*

OUR ORGANISATIONAL CHART

AS AT 1 NOVEMBER 2020



* The interviews presented in this annual report were conducted in previous roles.

FINANCIAL DATA

INCOME STATEMENT(€K)

	2019	2018	2019	versus 2018
Operating revenues	992,469	945,873	46,596	4.9%
Operating expenses	1,009,354	966,098	43,256	4.5%
Operating results	-16,885	-20,225	3,340	16.5%
Non-operating revenues and expenses	4,156	-451	4,607	-
Extraordinary profit or loss	3,096	1,561	1,536	-
Employee profit sharing	3,925	2,610	1,315	-
Corporate taxes	-2,722	-12,713	9,991	-
NET ACCOUNTING RESULTS	-11,164	-9,384	-1,779	-

OPERATING RESULTS

As of 31 December 2019, EFS had a deficit of -€16.9M, an improvement of €3.3M compared to 31 December 2018. The increase of €3.3M compared to 2018 can be attributed to an increase in operating revenues to the tune of €46.6M, which more than offsets the increase in operating expenses of €43.3M.

NON-OPERATING REVENUES AND EXPENSES

The 2019 non-operating revenues and expenses stood at €4.2M, up +€4.6M compared to 2018.

EXTRAORDINARY PROFIT OR LOSS

The extraordinary profit or loss for 2019 amounts to €3.1M, down €1.5M compared to 2018.

ANALYSIS OF INCOME TAX AND SIMILAR PAYMENTS

The Competitiveness and Employment Tax Credit has been abolished and replaced with effect from 1 January 2019 by a reduction in social security contributions for an almost equal amount for the Establishment. EFS is not subject to corporate taxes for 2019 due to a negative fiscal result.

EFS INVESTMENTS

The total amount of tangible and intangible investments in 2019 was **€43.3M**, i.e. 4.9% of EFS' turnover.

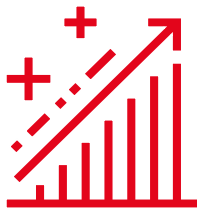
BREAKDOWN OF INVESTMENTS ACCORDING TO TYPE:

Intangible assets

€3.1M

Tangible assets

€40.2M



PROFIT SHARING

Profit sharing expenses in 2019 were recorded at

€3.9M,

up €1.3M compared to the previous year.

TURNOVER IS SET OUT IN DETAIL BELOW:

Issuing of homologous, therapeutic LPB (70.4% of turnover) accounts for the core EFS business activity. Turnover as of 31 December 2019 stood at €877.6M, up €4.0M (+0.5%) compared to 31 December 2018, of which +€2.6M for transfusion activities.

AN ANALYSIS OF TURNOVER COMPARED TO 2018 HIGHLIGHTED THE FOLLOWING CHANGES:

- The turnover generated by therapeutic LBP stood at €617.6M in 2019, up €1.3M compared to 2018 (+0.2%). This is due to the 2.1% increase in the pricing of LBP on 1 January 2019 and the following effects:
 - Turnover for red blood cell concentrates increased by €7.8M (+1.6%). The price increase generated additional turnover of €10.1M. However, the decrease in the number of red blood cell concentrates issued (-0.5% compared to 2018) resulted in a volume effect of -€2.3M.
 - The revenue from platelet concentrates fell by €4.3M (-3.8%); the beneficial effect of an LBP price increase (+€2.3M) was more than offset by the decline in the number of units issued (-5.3%) and the continued replacement of APC (apheresis platelet concentrates) by PPA at a lower tariff.

- The 2019 income from therapeutic plasmas fell by €2.1M (-8.1%) compared to 2018.

- The 2019 immunohaematology turnover (€90.6M) recorded an increase of €0.3M (+0.4%) compared to the figures for 2018. This increase is due to:
 - A price impact of +€0.5M linked to the temporary decrease in the price of B (-€0.02 per B) between 20 November and 31 December 2018, which was not repeated in 2019,
 - A volume effect of -€0.2M mainly due to the decrease in the number of LBP issued.

- Non-transfusion activities amounted to €79.7M in 2019, accounting for 9.1% of total EFS turnover. These increased by €1.4M compared to the previous financial year (+1.9%). They comprise two main types of activities:
 - medical biology activity, excluding red blood cell immunohaematology (€40.2M),
 - medical service provision (€36.9M).

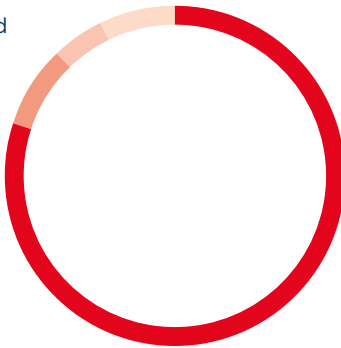
Operating revenues
€992.5M

7%
Write-back of amortisations and provisions

4.6%
Operating subsidies

0.1%
Merchandise sales

8%
Non-transfusion activities



80.3%
Transfusion activities

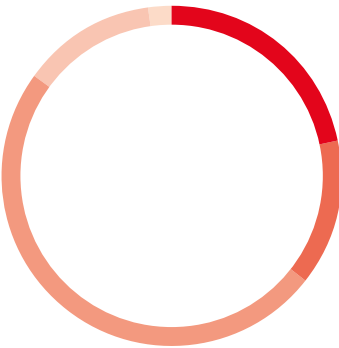
0.0%
Other operating revenues

Operating expenses
€1,009.3M

1.5%
Other expenses

13%
Depreciation on investments and other allowances

49.8%
Personnel costs



21.7%
Supply purchases

14%
External costs

FINANCIAL DATA

The financial position of EFS as at 31 December 2019 is presented below:

STATEMENT OF ASSETS

	Gross value	Amortisations and/or provisions	31/12/2019	31/12/2018
Uncalled subscribed capital				
INTANGIBLE ASSETS	78,785,377	69,746,710	9,038,667	9,847,287
Preliminary costs				
Development costs				
Licenses, patents, and similar rights	75,018,005	69,582,082	5,435,923	6,552,046
Goodwill	1,028,120		1,028,120	942,120
Other intangible assets	2,739,252	164,628	2,574,624	2,353,121
Advance payments and down payments received on assets			-	
TANGIBLE ASSETS	737,686,299	508,505,991	229,180,308	226,103,111
Land	13,825,477	788,888	13,036,589	13,164,353
Buildings	386,179,327	261,385,623	124,793,705	136,452,200
Mechanical and electrical systems, equipment, tools	239,847,529	185,179,582	54,667,948	55,258,583
Other tangible assets	72,413,696	61,151,898	11,261,798	11,068,895
Pending assets	25,072,422		25,072,422	10,111,110
Advance payments and down payments	347,848		347,848	47,969
FINANCIAL ASSETS	26,862,964	1,044,692	25,818,272	24,671,462
Investments evaluated by equity method				
Other Investments	5,179,905	1,040,000	4,139,905	4,269,905
Investment-related receivable			-	
Other long-term investments	16,043		16,043	16,067
Loans	19,955,233		19,955,233	18,790,331
Other financial assets	1,711,783	4,692	1,707,090	1,595,160
FIXED ASSETS	843,334,640	579,297,393	264,037,247	260,621,860
INVENTORY AND WORK IN PROGRESS	139,853,055	68,520,429	71,332,626	71,971,982
Raw materials and supply	40,253,591	595,197	39,658,394	35,053,125
Work in progress: goods	10,903,603	4,662,424	6,241,179	6,997,538
Work in progress: services				
Intermediate and finished products	88,086,422	63,262,808	24,823,614	29,436,958
Merchandise	609,439		609,439	484,362
Advance payments and down payments on orders	172,017		172,017	149,538
ACCOUNTS RECEIVABLE	236,521,527	12,225,428	224,296,099	237,995,117
Trade accounts receivable	179,152,599	1,256,435	177,896,165	178,388,839
Other accounts receivable	57,368,928	10,968,994	46,399,934	59,606,278
Subscribed capital called but not paid				
SUNDRY	69,733,450	-	69,733,450	52,493,578
Marketable securities (including own shares)				
Liquid assets	69,733,450		69,733,450	52,493,578
ACCRUAL ACCOUNTS	4,372,320	-	4,372,320	4,171,042
Prepayments	4,372,320		4,372,320	4,171,042
CURRENT ASSETS	450,652,369	80,745,857	369,906,511	366,781,257
Loan issuance costs to be deferred				
Bond redemption premiums				
Conversion rate adjustment – assets	1,483		1,483	299
GRAND TOTAL	1,293,988,492	660,043,250	633,945,242	627,403,416

STATEMENT OF LIABILITIES

	31/12/2019	31/12/2018
Share or individual capital, <i>of which paid:</i>	55,715,225	55,828,253
Issue, merger and acquisition premium		
Revaluation reserves, <i>of which equity reserve:</i>		
Legal reserve		
Statutory or contractual reserves		
Regulated reserves, <i>of which res. for share price fluctuations</i>		
Other reserves (of which purchase of works by original artists)	154,742,692	154,742,692
Carried forward	89,402,479	98,786,730
RESULT FOR THE FINANCIAL YEAR (PROFIT OR LOSS)	(11,163,526)	(9,384,251)
Investment subsidies	17,456,989	19,431,753
Regulated provisions	2	2
EQUITY	306,153,861	319,405,180
Proceeds from non-voting shares	0	0
Conditional advances	0	0
OTHER PRIVATE FUNDS		
Provisions for liabilities	28,020,836	31,752,752
Provisions for expenses	86,189,280	63,881,627
PROVISIONS	114,210,116	95,634,379
FINANCIAL DEBTS		
Convertible bond loans		
Other bond loans		
Loans and debt from credit institutions	1,277,787	5,983,716
Sundry loans and financial debts (of which participation bonds)	135,436	100,436
Advance payments and down payments received on orders in progress		
OPERATING DEBTS		
Trade account payables and related accounts	103,193,587	105,440,191
Tax and social security liabilities	82,658,247	77,184,095
SUNDRY DEBTS		
Liabilities in respect of fixed assets and related accounts	20,228,257	18,529,536
Other debts	4,143,675	2,640,972
ACCRUAL ACCOUNTS		
Deferred income	1,943,326	2,482,626
DEBTS	213,580,314	212,361,572
Conversion rate adjustment	951	2,286
GRAND TOTAL	633,945,242	627,403,416

October 2020. This annual report is a publication by EFS (French Blood Establishment), 20, avenue du Stade de France, 93218 La Plaine-Saint-Denis Cedex. Publication Director: Philippe Moucherat. Editorial Director: Juliette Lamoril. Editor-in-Chief: Elsa Walter. Design-production: [Entrecom.] Editorial office: Entrecom, Béatrice Noyère and Luc Perrin. Photo credits: Philippe Castano, Thomas Gogny, Antoine Vincens de Tapol, Maxime Gautier, Frédérique Plas, Mediathèque EFS. The photos of unmasked individuals were taken before the COVID-19 pandemic. Printing: Imprimerie Centrale de Lens. This publication was printed on environmentally-friendly FSC® paper (responsible forest management). This edition has an antibacterial laminated cover to prevent the risk of bacterial or viral transmission.