

Annual Report 2014



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Octapharma is one of the largest human protein products manufacturers in the world and has been committed to patient care and medical innovation since 1983. This report focuses on the partnership, collaboration and humanity demonstrated by Octapharma employees in the context of Octapharma's global expansion. Each chapter represents one of our core strategic pillars. By highlighting a selection of activities we aim to show that Octapharma is a truly global organization demonstrating truly human values as we fulfil our commitment to improving the lives of patients worldwide.

Foreword by Wolfgang Marguerre

The year 2014 has been an excellent year for Octapharma, a year in which we have exceeded the financial performance of all previous years with sales of almost 1.3 billion Euros and pre tax profit of 266 million Euros. For the first time, we have met our budget on all levels from production to sales. This impressive achievement reflects the dedication and discipline of Octapharma employees.

The main asset of any company is its talented and well-trained employees. Today, Octapharma employs almost 6,000 people worldwide. The global HR department has successfully implemented training programs, e.g. the corporate trainee program. I expect to see this very promising start further developed over the coming years to ensure that Octapharma continues to attract the best talent from outside while developing its talent assets from inside.

Octapharma was founded on a commitment to improving the lives of patients and today we continue in our quest of developing new and innovative products. In 2014, our human cell line recombinant factor VIII Nuwiq® was approved by EMA resulting in launches in Europe which will continue throughout 2015. We have great expectations for this product given its outstanding clinical and product profile.

In the Immunotherapy area, after the commissioning of the Lingolsheim plant our new gammaglobulin will be submitted to FDA and European authorities during 2015. The launch of this product will enhance our gammaglobulin production and ensure the supply of our products to patients. In the Critical Care segment, we will submit Fibrinogen to the regulatory authorities in 2015.

We endeavour to deliver our products at the right time in the right quantities to our customers ensuring that products reach patients worldwide. Over the last four years the supply chain group has developed considerably, optimizing the resources of our organization successfully. The supply chain group is determined to meet the challenge and will continue to be developed over the coming years.

Significant investments in infrastructure have been made over 2014; one example is the new warehouse in Stockholm, Sweden which is very important for production planning. This will be followed by similar investments in other production sites. In the course of 2014 Octapharma Plasma Inc. has built a new plasma testing and storage facility in Charlotte, North Carolina, which is now ready for authorisation by the FDA.

In 2014, we launched “Program 2019” which aims to double production capacity of fractionation and recombinant production by 2019, while significantly increasing the overall efficiency of manufacturing operations. The program includes more than 50 projects with a total investment of around 400 Mio Euros over 5 years. Major increases in capacity will come into effect by mid-2016.

We are committed to meeting unmet clinical needs of patients worldwide by expanding our global footprint. Our vision of global market access is further galvanised by the establishment of new hubs in our expanding markets. During 2014, new offices have been established in Panama for the Latin America region, as well as in Singapore for our South East Asian market.

Octapharma is striving to deliver excellence in patient care with our evolving portfolio of products. Patient focus and product availability are the main pillars of our corporate culture and strategy. We will continue to invest in research and development and in optimizing production to ensure we are fulfilling global demand for our products.

I am very grateful for the support everybody in the organization has given to my family and me. Our company is firmly built around our core mission and values and it is with these in mind that we continue our journey together.



Wolfgang Marguerre
Chairman of the Octapharma Group

The Management Board of the Octapharma Group



Wolfgang Marguerre

Chairman Octapharma Group



Frederic Marguerre

Shareholders' Representative
President, Octapharma Plasma Inc. USA



Tobias Marguerre

Managing Director Octapharma Nordic AB



Paulo Castro

President of the
Global Management Committee



Roger Mächler

Chief Financial Officer



Ulrich Thibaut

Research and Development



Josef Weinberger

Corporate Quality and Compliance Officer



Gerold Rempeters

Corporate Production Officer



Flemming Nielsen

President Octapharma USA, Inc.

At a Glance

Founded

in 1983

Mission

“For the safe and optimal use of human proteins“

Employees

5,683

Net Sales

1.28 billion Euro

Headquarters

Octapharma AG, Lachen, Switzerland

Production and Supply

- Octapharma Pharmazeutika Produktionsges.mbH, Vienna, Austria
- Octapharma SA, Lingolsheim, France
- Octapharma AB, Stockholm, Sweden
- Octapharma S.A. de C.V., Mexico City, Mexico
- Octapharma Produktionsgesellschaft Deutschland mbH, Springe, Germany
- Octapharma Plasma Inc., Charlotte, USA
- Octapharma Plasma GmbH, Langenfeld, Germany
- Octapharma GmbH, Dessau, Germany

Research and Development

- Octapharma Pharmazeutika Produktionsges.mbH, Vienna, Austria
- Virus and Prion Safety, Innovationszentrum, Frankfurt, Germany
- Molecular Biochemistry, Berlin, Germany
- Octapharma Biopharmaceuticals GmbH, Heidelberg, Germany
- Octapharma AG, Lachen, Switzerland

Corporate Medical, Regulatory

Octapharma Pharmazeutika Produktionsges.mbH, Vienna, Austria

International Corporate Marketing

Octapharma AG, Lachen, Switzerland

Subsidiaries and Representative Offices

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Markets

Europe, Asia, Russia, Middle East, USA, South America, Canada, Mexico, Africa, Australia, New Zealand

Brands

alibunorm®, atenativ®, gammanorm®, nuwiq®, octagam® 5%, octagam® 10%, octanate®, octanine®F, octaplas®, octaplas®LG, octaplex®, rhesonativ®, wilate®

(This is a list of international brand names; product names may differ by country)

Innovations

One of the world’s first factor VIII concentrates (KABI 1965 – through acquisition)

First albumin-free genetically engineered factor VIII
(development started by KABI in the 1980s – through acquisition)

First company to commercially implement solvent detergent (SD)
technology for virus inactivation (1986)

First SD virus-inactivated, standardised plasma for transfusion (1991)

First liquid, ready-to-use intravenous immunoglobulin with a two year shelf-life
at room temperature (1994)

First double virus-inactivated von Willebrand factor concentrate product (2005)

First recombinant FVIII from a human cell line licensed in Europe (2014)

Strategic Vision

The foundation of Octapharma’s identity is our patient-oriented corporate culture. We aim to increase our product portfolio to access the global market; to enter the recombinant business successfully; to increase plasma availability and throughput; to nurture a healthy organization with proud and talented employees and to continue to have open and transparent communication. This strategic vision aims to lead to profitable organic growth.

Enter the recombinant business successfully

Recombinant Technology

During 2014, Octapharma reached a major milestone in its quest to enter the global recombinant market when Nuwiq® became the first recombinant factor VIII from a human cell line to be approved in Europe. The European Commission approved Nuwiq® for the treatment and prophylaxis of bleeding in all age groups with haemophilia A. Nuwiq® has also been approved in Canada and Australia and has been submitted to authorities worldwide including the FDA. Entering the recombinant business represents a new era in Octapharma's history.



Dr Craig Kessler

Attending haematologist/oncologist and Professor of Medicine, Pathology, and Oncology at the Lombardi Comprehensive Cancer Center at Georgetown University Medical Center in Washington, D.C. and Director of the Hemophilia and Thrombosis Comprehensive Care Center at Georgetown University

"The global haemophilia community faces a major challenge in terms of availability and access to FVIII product: 75% of the world's population does not have adequate access to products that we know dramatically improve patients' lives. The use of clotting factor replacement products is increasing in the developed western world, however in developing countries there are other pressing issues competing for priority like clean water and food supply which affect more people than the small number who have bleeding disorders.

Octapharma is family owned and the Chairman is dedicated to growing the company to a size which would help reduce global accessibility problems. The owner instils in his employees the message that what

they achieve on a daily basis is being translated to improve healthcare around the world.

Octapharma is a very enlightened company in many ways. There is a culture of scientific openness which encourages and welcomes the ideas of physicians for the development of future generations of products. The excellent scientific arm reaches out to expert physicians to find out what they think is important in terms of quality and safety of a product. They involve the expert physicians very intimately in the design of the clinical trials and protocol. It is a real shame that there is a stigma placed on physicians and industry working closely together, because it is that interaction that produces the best products for patients.



As a centre director in the United States, I am always looking for opportunities to investigate new products that are innovative and that could be cost effective. The clinical registration program of Nuwiq® has been completed during which thousands of doses have been administered demonstrating an excellent clinical profile.

Nuwiq® is produced from a human cell rather than a rodent cell and this is very important. When you insert a FVIII gene into a mammalian rodent cell, the rodent cell cannot make the molecule equal to what we have in the human body. The protein structure will be there but the carbohydrate structure, which is very important for the conformational nature of the molecule, is different. All of our proteins twist and bend in certain ways and the way in which they twist and bend is related to the carbohydrates on their surface. It is thought that if a protein doesn't twist as it does in the human body, the immune system may not recognize it as a human protein and when that happens antibodies, otherwise known as inhibitors, form. The hope is that by inserting a FVIII gene into a human cell line the protein is made in the

same manner as in the human body and thereby reduces the incidence of inhibitors. A clinical trial in previously untreated patients (PUPs) is ongoing and the data from previously treated patients (PTPs) is very good. In addition, clinical trials have shown that the half life of Nuwiq® may be up to 17 hours which is about 50-75% longer than routinely seen, perhaps because of the carbohydrate structure.

There are only a finite number of humans who are willing to donate plasma but when you turn on a cell line you are not limited like this. Octapharma has already optimized the usefulness of plasma in many of its newer products and is now maximizing its scientific prowess in the area of genetic engineering."



Nuwiq® is produced by recombinant DNA technology. For more information visit www.nuwiq.com

The interviewee did not receive remuneration for participation in this interview.



Dr Robert Klamroth

A specialist in internal medicine and coagulation disorders and Director of the Haemophilia Treatment Centre and the Department of Internal Medicine – Angiology and Coagulation Disorders at the Vivantes Hospital in Berlin

“My centre treats around 400 patients with bleeding disorders and 180 with haemophilia A. I believe that collaboration is essential in order to improve haemophilia care. My scientific involvement with Octapharma includes educational activities, symposia, lectures and clinical studies.

Being a family-owned company, Octapharma is at an advantage because the decision-making line is short so it can make well-judged and timely decisions on clinical development. They are willing to listen and act on advice from healthcare professionals.

The main challenge facing the global haemophilia community today is inhibitor safety. Previous data suggests 30% of patients using recombinant FVIII products develop an inhibitor. Developing a FVIII from a human cell line is arguably the right approach to address inhibitors because of the theoretical immunogenic advantage. This is now being assessed in clinical trials which show no inhibitor formation with Nuwioq® in previously treated patients (PTPs). Further studies are continuing in previously untreated patients (PUPs).

Octapharma is not simply offering a product, but a therapeutic regimen. I am the Lead Investigator in Germany for GENA 21, a prospective, open label, multicentre, phase 3b study to assess the efficacy and safety of individually tailored prophylaxis with Nuwioq®. This is a study born not out of a requirement by any authority but purely from the desire

to improve treatment for patients which demonstrates real humanity.

When you have severe haemophilia A you experience spontaneous bleeding. Prophylaxis converts severe haemophilia A to moderate by keeping the level of FVIII above 1%. The standard prophylaxis dose is 20-30 units per kg of body weight three times a week. However, there are huge variations of half life in adults (it can be six hours in one patient and 20 hours in others). The idea of pharmacokinetics (PK) dosing is that you can use a model to determine the correct dosing regimen for individual patients. Octapharma has expert biostatisticians who are able to calculate the half life of FVIII. The aim is to find the optimal dosing interval that provides a FVIII trough level of $\geq 1\%$ to avoid spontaneous bleeding. This study generates all the PK data you need to give guidance on dosing. This very individualized dosing allows you to fine tune prophylaxis for patients.”



Nuwioq® being manually packed in state-of-the-art packaging facilities in Dessau, Germany. Nuwioq® offers ease of administration, dosing, and monitoring. For more information visit www.nuwioq.com



The interviewee did not receive remuneration for participation in this interview.



David Andersson

Sales & Marketing Manager, Stockholm



is sophisticated and complex in the Nordic countries, and the implementation of new initiatives for the benefit of patients is dependent on trustworthy collaboration between all stakeholders. Hence, the relationships we are continuing to build will serve as a platform for the trust needed to fulfil our ambition of improving the lives of haemophilia patients and their families.

"I am responsible for the Nordic region. We plan to launch Nuwiq® during the first quarter of 2015. Octapharma has a legacy in plasma proteins but we are new to recombinants. Nordic countries are very recombinant orientated, for example in Sweden the market is 95% recombinant and all newly diagnosed boys with haemophilia will be put on recombinant products. Historically, Nordic countries have been home to pioneering developments in haemophilia treatment, and today there remains a strong focus on haemophilia in the region. It is fantastic to now be in a position to offer treaters a recombinant FVIII product. Nuwiq® is already generating great interest with key opinion leaders.

I am happy that Octapharma is the first company to come to market in Europe with a recombinant FVIII derived from a human cell line. Our overarching aim as a company is to fulfil unmet patient needs. To prepare for the launch of Nuwiq® we are continuing to develop our understanding of the needs of patients and the wishes of doctors by building on established partnerships as well as reaching out to new partners and building new relationships. The haemophilia treatment structure

I have made sure that we have strong geographic coverage of the region so that we can be out there serving our customers when they need us. Based on our understanding of patient needs and feedback from customers, we are developing many ideas and initiatives so one of the biggest challenges over 2014 has been prioritization because there is so much that we would like to do. To support activities for launch the Nordic team has now trebled the number of people working in haemophilia.

The Global Launch Team (GLT) is an important collaboration within Octapharma. The global team wants to understand the needs of patients locally so it is important that we provide candid feedback on how initiatives would be appreciated locally. In many ways when global is listening to individual local needs, this is a form of individualization of our offering to customers.

Nuwiq® touches almost every corner of Octapharma and is bringing different areas of the organization together. It is really special to be involved in the launch of such a product; Nuwiq® has brought us together in a new way."

Dmitri Titov

Vice President, Vienna

"I am responsible for numerous regions which fall within a diverse spectrum of sophistication in terms of coagulation disorder treatment. In one category the consumption of FVIII is close to zero. The first goal here is to at least make on-demand treatment available to patients. The second category use factor concentrates but only on-demand not prophylactically as is the recommendation. The aim for us in these regions is to develop prophylactic treatment at the very least for children. The third category has a high consumption of coagulation factors with at least children on prophylaxis, but there is still work to be done. Taking this diversity into consideration we continuously work on establishing close collaboration between treating physicians in less developed countries and those coming from more sophisticated centres for education and exchange of experience.

While these markets are predominantly using plasma-derived coagulation factors, there is large potential for growth in recombinant factors. My team is looking forward to bringing Nuwiq® to patients in our markets as we launch in these regions over 2015 and 2016.

We are discussing Nuwiq® with key opinion leaders during regional and local events as well as during personal visits. We hosted a regional meeting in November to give more detailed information on the new product and are planning various regional and local conferences and congresses over 2015. We are aligning all of our regional activities with global events: EAHAD, the Nuwiq® launch meeting in Berlin and ISTH in Toronto. All of our launch activities are organized in close collaboration with the international business unit. The Global Launch Team meetings facilitate necessary discussions in different countries and allow



for an exchange of experience around the world.

Over 2014, the biggest challenge is getting market access, the second challenge is to get the first patients to have experience with the product in the different markets. Many of the patients in the clinical trials come from my regions; GENA 03 and GENA 08 (Bulgaria, Poland, Romania, Czech Republic); and participating in the ongoing previously untreated patient (PUP) studies are Georgia, Moldova, Belarus and Ukraine. Despite this experience with Nuwiq® in the study setting, it is the personal experience of physicians with the product that will play an important role in their decision to switch to the new product.

Personalized prophylaxis is becoming an important part of our discussions with physicians. The potential for personalized prophylaxis is very important because it could considerably improve the quality of life of many patients as well as decrease the health-care burden. Each person has an individual pharmacokinetics and individually adjusted treatment could be revolutionary. Personalized prophylaxis is not just routine administration but a continuous process which is done in close collaboration with physicians.

The concept of Nuwiq® is very human, it is the first human cell line FVIII in the EU. Patients with haemophilia A are very dependent on their treatment and for them Nuwiq® could become a lifelong friend."

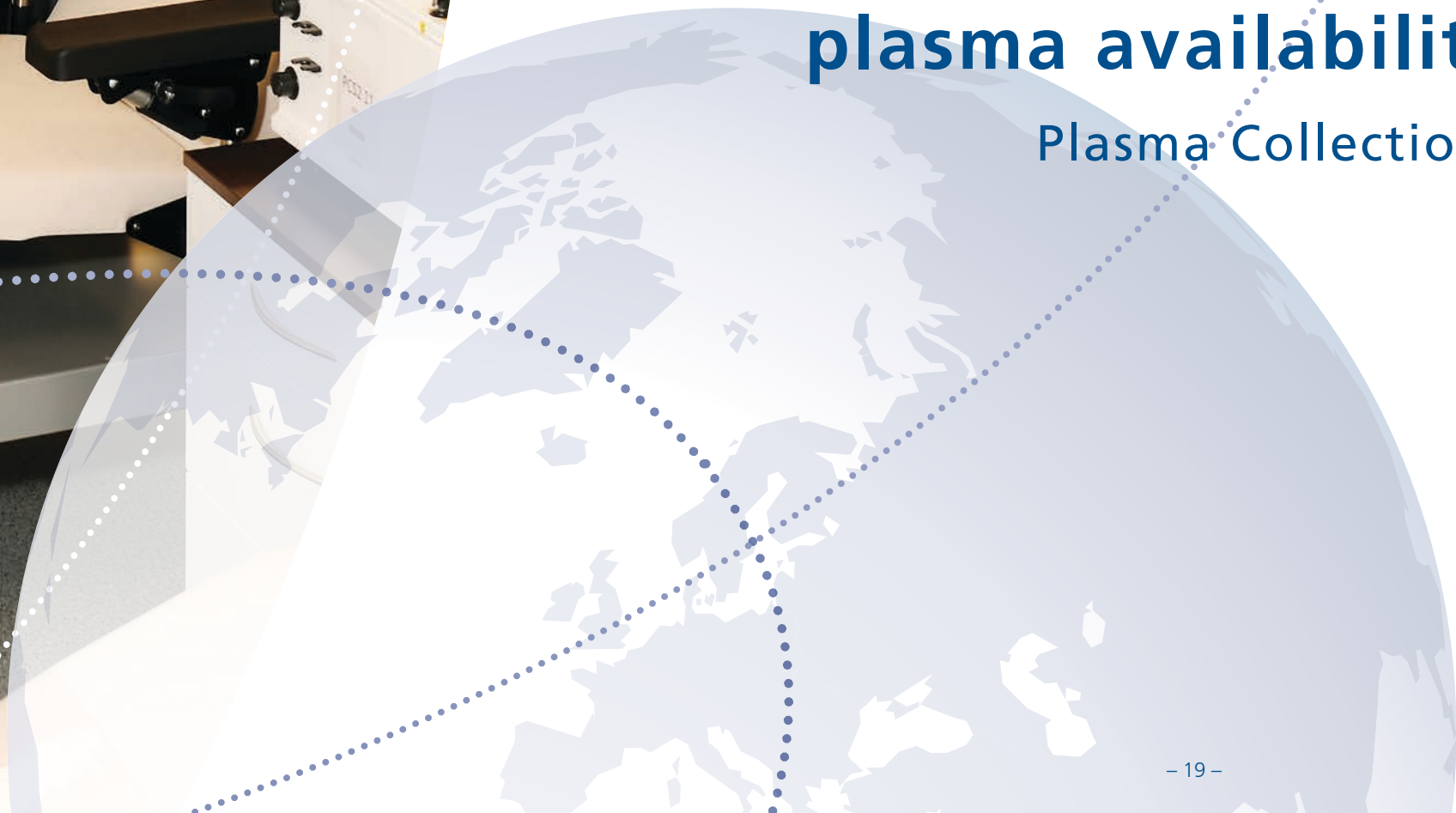




Octapharma taps into the human body's source of invaluable proteins by processing blood plasma to make lifesaving products in haematology, immunotherapy and critical care. To fulfil increasing global demand for these lifesaving products the company is investing in sourcing the volumes of plasma required to satisfy patient needs worldwide. Octapharma operates plasma collection centres in US, Octapharma Plasma Inc. (OPI) and Germany, Octapharma Plasma GmbH (OPLG). Over 2014, OPI opened a state-of-the-art plasma testing laboratory and storage facility as well as six new plasma collection centres, and will open several more centres over 2015. In 2014, OPLG underwent a renaming and rebranding process and opened a new centre and will open more centres over 2015.

Increase plasma availability

Plasma Collection





Hubert Franzaring
General Manager of Octapharma Plasma GmbH
Finance, HR & IT Director of Octapharma GmbH, Langenfeld

Octapharma Plasma GmbH employs 230 people in centres throughout Germany including the newly opened centre in Hagen in North Rhine-Westphalia



“Octapharma Plasma GmbH contributes directly to the strategic pillar of increasing plasma availability by always optimizing production of plasma. The relationship with our donors is very important to us and it begins from their experience of the very first donation and every donation after that. Our aim is to build long-lasting relationships with our donors over many years. Our centres do not feel like a hospital; they are not white and clinical (although they are of course very clean!) The centres are colourful and we try to create the atmosphere of a lounge to make donation a comfortable experience.

The friendliness of the people working in our centres makes a big difference in terms of donor loyalty. On the 10th anniversary of one of our plasma centres we had a celebration event during which the local mayor gave a speech. Afterwards a donor came to us to say that he would have liked to have given a speech to let everyone know that although he had to stop donating he wanted to

come to the centre anyway because he liked the friendly people who worked there.

In 2014, we changed our name from Deutsche Gesellschaft für Humanplasma (DGH) to Octapharma Plasma GmbH (OPLG). The rebranding and renaming allows us to demonstrate that we are not only a plasma services collection company but are part of the Octapharma family. By having Octapharma’s name on our buildings we are sending out a clear message of ownership and responsibility.

Donor loyalty is essential to us so it is important that donors know that there has not been a change in ownership. During the rebranding process we have taken steps to reassure donors that although our name has changed, nothing else has changed. In fact this is outlined explicitly on the recently launched website www.octapharmaplasma.de it says ‘In November we only changed the name and the colour but nothing else’.”



Plasma donation, registration to ensure traceability, and freezing



The new Octapharma Plasma GmbH plasma donation centre in Hagen in North Rhine-Westphalia, Germany



Sabine Kruse

Operations Manager, Octapharma Plasma GmbH, Langenfeld

Octapharma procures a significant percentage of its plasma from company-owned plasma donation centres in Germany and the USA. Octapharma Plasma GmbH operates numerous centres in Germany including the new centre in Hagen

“As Octapharma’s demand for quality plasma has increased, the decision was made in Q4 2013 to open a new centre in Germany in the city of Hagen which has 189,000 inhabitants. The centre was opened at the end of November 2014.

This might surprise you but for me the construction of a new plasma centre is comparable to preparation for birth and the subsequent development of a child. Afterwards the baby needs a lot of support in all areas to learn fast and learn to walk on his own feet throughout life.

A project like this is made possible with: collaboration between project management and operations management, problem solving on site, and partnerships between tradesmen and Octapharma Plasma GmbH. An external project management company was responsible for the supervision of the construction and the coordination with the architects. The biggest challenge was the collaboration between the architects and the project management company and for us at OPLG to coordinate the construction and meet the time schedule. The supervision of the construction is very important, including coordination of dry construction, electricity, sanitation, flooring, painting, as well as the selection of the furniture, colour design, outdoor advertising etc. All workmen had to harmonize well to avoid overlaps. It is a project on several levels which is in constant movement therefore milestones have to be controlled with the master plan.



My activities in 2014 included the support and consultancy of all managers from OPLG plasma centres concerning HR planning, personnel selection, donor marketing, materials production, maintenance, investments, service improvements and budget/cost control. Collaboration with the plasma centre managers is very important. I can always rely on their loyalty and I am always approachable for requests so that together we always find a solution.

Our new centre is welcoming; our donors should not feel like they are in a hospital, because they are healthy people who want to donate their plasma in a pleasant environment. I am most looking forward to when the child has learned to walk and he can stand on his own feet.”



Octapharma Plasma Inc.

Shirley Grimmiett
Laboratory & Plasma Storage Quality Assurance Manager, Charlotte, NC

In 2014, Octapharma Plasma Inc. (OPI) unveiled the brand new corporate headquarters and testing laboratory and plasma storage facility in Charlotte, North Carolina.



“Historically, OPI’s donor sample testing has been carried out by a third party supplier. Bringing testing in-house will give the organization the flexibility to satisfy the increasing demand. It will allow us to increase cost efficiency and better adapt to the needs of Octapharma.

Collaboration and partnership are essential because a project like this involves every department of OPI. It’s exhilarating to know we are all striving towards a common goal. There is a real feeling that everyone’s ideas are respected and valuable. There is no competition; we’re all working in partnership. By working so closely, it allows us to have a greater understanding of the different departments. Everyone is in this together.

I’ve been in the laboratory field for 40 years and I recognize this as a once in a lifetime opportunity to start from nothing and bring OPI’s first laboratory

to life. It has been a privilege to be involved in the design from the beginning. The OPI management team has said all along, “tell us what you need; we want to get it right from the start”. The lab has an open floor plan with no walls between each testing area. The Red Blood Cells lab is the only area with walls, but even these are glass, so you can still see people working. All of the work areas have plenty of room to move around without bumping into your neighbour. Usually, laboratories are much more limited in space!

The automation is phenomenal. Our automated sample management system takes up 8,000 ft² of the laboratory and plays a crucial role in minimizing turnaround time and maximizing efficiency. It would take approximately 10 people to do what this system can do in one hour. Of course, people are still involved, but you remove elements of potential human error. The system receives sample tubes that have been placed in carriers or “pucks”, removes the sample tube caps, assesses the suitability of each sample for testing, transports the samples to the testing area, and sorts the samples for storage when testing is complete.

Major milestones over 2014 include writing over 300 policies and procedures, completing the validation of equipment, and submitting documentation to the FDA for approval of the laboratory. The laboratory will be operational in 2015. There is incredible momentum with so much growth planned over the next two years. With each month comes a new wow moment.”



Carole Michelson
Divisional Director Operations, Charlotte, NC

Octapharma Plasma Inc. (OPI) opened six new plasma collection centres over 2014: Madison Heights, Michigan; Indianapolis, Indiana; North Lake, Chicago; Cleveland, Ohio; Maple Heights, Ohio; Hazelwood, Missouri. OPI now operates 51 centres throughout the United States and will open several more centres over 2015.

“Opening the six new centres over 2014 has been an exciting journey from concept to delivery. This is the result of a tremendous effort by all. It has been amazing to see how everyone has come together to make this happen. Some might say it looks easy but it’s more accurate to say it is well-orchestrated. Collaboration and partnership are vital to the success of this project. Opening new centres requires a cross-functional group of people actively coordinating activities. We come together to discuss where we are going and once a decision is made, we clear the path for people to be able to do their work successfully. It starts with the Steering Committee, who decides the direction and assigns resources, to the team who manages site selection and construction, to the employees in the field who train new staff members. In addition, my group who manages all the moving parts to ensure the successful centre opening.

The successful establishment of the new centres requires a high degree of internal collaboration across different areas because all departments of OPI are involved: Facilities, Finance, HR, IT, Operations, QA, Regulatory Affairs, Training etc. In addition,



tion, we work closely with Octapharma AG from a budgeting standpoint because each of these centre openings represent a high value investment.

Externally, we work with a number of vendors and other parties, including a company which uses a matrix based on spending patterns to help us select the best locations in which to open new centres. We have a broker who identifies sites nationwide by providing local and national information. We work closely with an architectural firm with expertise in our industry. We work with several contractors who remodel the buildings to fit our use. Also, importantly, we work with the local communities to demonstrate our contribution to the area’s economy in addition to securing the necessary permits and licenses to allow us to establish a centre.

Although OPI has experience relocating existing centres into a new building in the same area, opening six new centres in six new cities has its own special challenges. The biggest challenge has been to develop and establish effective processes and systems for these new sites. New locations require the operational aspect of hiring and training of staff. We have filled the management positions for the new locations by creating advancement opportunities for existing OPI employees. While we have had a few employees below the management level transfer to new sites, for the most part we hire people from the local community. To ensure we have solid training for new staff we developed a training system to be certain that our stringent quality processes remain robust.

At OPI there is a strong can do attitude which comes from people who work together, always looking ahead for opportunities to broaden horizons.”



Increase plasma throughput

Plasma Production

One of Octapharma's strategic pillars is "increase plasma availability and throughput". Octapharma recognized the need to set ambitious production goals to fulfil increasing global demand for plasma-derived products. To achieve these targets, the management board launched a development program: Program 2019. The aim of this program is to double Octapharma's production capacity while significantly increasing overall efficiency of manufacturing operations. Program 2019 includes more than 50 projects with a total investment of around 400 million Euros.

PROGRAM
2019



Alexandra Hofmann

Operational Excellence Site Champion, Vienna

As part of Program 2019, a corporate implementation of Lean/Six Sigma principles and tools was introduced in 2014. The corporate operational excellence team was established to improve operations in terms of cost efficiency, robustness, and quality. Kaizen is a business philosophy or system based on making positive changes on a regular basis to improve productivity. Our goal is to have all Site Champions in place and one Green Belt in each department in all production sites.

"I worked for Octapharma for 14 years in quality management in IT (QM-IT). In October 2014, I moved into the brand new site champion position. So for me 2014 has been a year of change. Every day I am learning something new. In my previous role I had already supported people in understanding their daily work processes and helping them to solve issues using IT systems. But at that time no standardized tools were available to make possible improvements visible in a unified way.

In the implementation of Lean, the biggest challenge is to change mindsets so that people look at their daily work wearing Lean glasses. We work together with the people performing the processes. We support them to see their bottlenecks and identify the root cause of issues. Lean is about identifying whenever we have overproduction, rework, waiting time, or when we are doing more than what

is necessary. By helping people see opportunities for continuous improvement, we are empowering them to simplify their processes.

Collaboration and partnership are very important. During Kaizen events, you sit together with the process experts who describe their work. They may have done things in the same way for decades and now we are asking them to consider making changes for improvements. Using simple tools like pens, sticky notes and big paper on walls, we create a picture of the whole process in a detailed process map. This is a very visual and effective tool. Another tool is the spaghetti chart, which shows how the information or material flows in a process. If you see many lines between two areas you see there is an opportunity to simplify the process. This is not about finding problems but identifying opportunities for improvement. We simply provide the tools and listen to the process experts who come up with ideas of how they can do things in a more efficient way.

For me, personal interaction is very important. It is always preferable to pick up the telephone rather than send an email, or ideally talk face to face. I enjoy having contact with many different people and building good working relationships. I'm looking forward to the coming year because in 2015 we will continue with Kaizen events and begin implementing the improvement projects identified over 2014. This is a challenging yet exciting time."



Kourosh Bakhshi

Corporate Operational Excellence Specialist, Stockholm

"Lean is not a system in which an authority from above dictates how to work. Lean is logical; it is common sense, based on logical principles and tools. One simple way I devised of thinking about the definition of Lean is 'Let's **E**liminate **A**ll **N**on-value-added'.

The corporate operational excellence team is not creating the solutions. Instead, we empower the process experts to solve issues, reduce waste and bring about meaningful change. We ask them what is the problem and how do you think we can solve the problem? How can we get rid of waste without impacting the quality of the process?

It is unlikely you will find someone who likes waste or who likes working in a complicated way. Lean principles are easy to understand. I have worked with other methods, but Lean is definitely the most human-friendly, because the human is placed highly in the Lean system. Lean tools show people in a visual way how they are working and that there are easier ways which are more effective for the business. After years of working with a topic you can forget what it looks like. Workshops allow groups to visually see unnecessary complexities, e.g. when there are too many steps in a process. Lean simulation games show that you can get the same results with less effort and waste.

Octapharma people have the energy and willingness to improve their business. People are engaged in the training and there is a genuine desire for a system with which to express themselves and to propose new ideas for improvement.

Without collaboration and partnership, implementation of Lean or any other improvement system would be impossible. With Lean, improvements are made by those who work with the topic. Brainstorming is one of the most powerful tools in Lean implementation workshops. In Lean we believe people working in processes have the most knowledge. By asking the experts we find the right solution.



One of our goals in the operational excellence team is to increase the communication channels between the production sites, creating an open improvement platform for everybody to be a part of this journey and ultimately to harmonize and share best practices from all sites. It is very interesting to see people from the different sites coming together in the workshops, although there may be some cultural differences, when they start to talk together they see that they are encountering the same challenges and can support each other to find solutions that benefit everyone.

I am happy with what we have achieved since the team was established in April 2014. We have completed assessments in all production sites and two waves of Green Belt training which teaches the principles and provides the tools to start identifying improvements and performing Kaizen events.

Over 2015, we will have Kaizen events in all sites, and we hope to have all Site Champions in place. I am pleased that Lean has been accepted by the Octapharma Group. It is important to understand that Lean is not a project with an end date; it is a new way of thinking and working."





New visual inspection (VI) process in Dessau



Sybille Werner

General Manager, Dessau

“Approximately 50% of all products manufactured at the four Octapharma production sites in Europe is packed in Dessau and delivered to 99 countries worldwide. The production budget in 2014 was 44% more than 2013. As a result of increasing production the visual inspection (VI) of liquids was transferred to Dessau as part of Program 2019.

Two new machines for VI were installed in Dessau in 2014. It was not only methods and equipment that had to be transferred; for the technology transfer it was necessary to train Dessau’s visual inspectors at the existing VI sites. Due to this good collaboration, we are now able to train our packaging personnel for visual inspection ourselves, but are also trying to hire people with this experience. So far 25 people have been successfully trained for VI. The training involves demonstrating an understanding of the standard operating procedures and working instructions.

In addition, a library of hundreds of vials with all different types of defects is explained to the trainees. Everyone needs to pass a test in which the vials carrying defects have to be sorted from a batch containing good vials.

Having trained so many people for VI and hired additional staff, we managed to meet the increase in production by installing a second shift in the packaging and VI department.

In general, collaboration is the basis of our work in Dessau. The close cooperation between all departments is very important for regulatory compliance and quality as well as the fulfilment of global delivery schedules. The delivery of products on time requires the organization of many departments throughout Octapharma. Corporate supply chain management is responsible for the global planning and the decisions of which batches are to be packed in Dessau. It is vital for us to know when we will get these batches so we can schedule our work and deliver the products globally on time. The most important thing for us is that there is continuity; now we have more permanent employees in Dessau it is crucial to be able to plan the workers’ schedules for both shifts.

Dessau is also responsible for purchasing the packaging material for all Octapharma products, including those packaged in Vienna, so good communication is needed with customer service in Switzerland and with all other sites.

The key aspects of successful teamwork are transparent communication, reliable partners, continuous training, and a shared commitment to the work we are doing.”



To support the increase in production, the know-how and technology for visual inspection in Vienna were transferred to Dessau as part of Program 2019



Johnny Abi Haidar
Head of Corporate Visual Inspection and Packaging, Vienna

“As part of Program 2019, I am responsible for the sub program Visual Inspection (VI) and Packaging.

A strategic decision was taken by Octapharma management to transfer the know-how and technology for visual inspection processes implemented at Octapharma Vienna (donor site) to Octapharma Dessau (receiver site). Packaging activity is already centralized at these sites meaning all products produced by Octapharma are packed in Dessau and Vienna only. Visual Inspection however was performed in Lingolsheim, Springe, Stockholm, and Vienna. We are now in the process of centralizing the VI activities in Vienna and Dessau. This is one of the main activities of the sub program. In 2014, the focus was on transferring the VI know-how for liquid products, in 2015 we will transfer the know-how for lyophilized/freeze dried products from Vienna to Dessau.

Octapharma is a global company and therefore global collaboration and partnership are part of the culture. You have to be flexible and open minded. You have to cooperate and bring people to the table to discuss. The VI and Packaging sub program is all about centralization and harmonization of the processes. In the past, there was variation in VI across the production sites. Centralization of VI based on the Vienna procedure will significantly reduce such variation.

Technology transfer starts with understanding the process. The project begins with creating a technology transfer plan which involves good collaboration between project management and the production experts. The project manager (PM) who is transferring the know-how has to understand the process and does this by collaborating with the donor site experts working in production. Once the PM understands the process he/she creates a plan and presents it to the donor site. In the case of one-to-one transfer of visual inspection, the receiving site (Dessau) will



perform the same training, qualification procedures and equipment calibrations as the donor site (Vienna). As well as the quality department there is also collaboration with corporate supply chain and international drug regulatory affairs because VI is part of the production process and specific countries have to approve where the process is performed.

The major milestones over 2014 have been firstly to recruit and qualify inspectors to perform VI in Dessau, secondly to meet the volumes of vials to be inspected coming from Lingolsheim and Springe, and finally to be prepared to meet the production volumes for 2015.

Over 2015, the biggest challenge will be to find the optimum way to manage all production output coming from all sites to be visually inspected and packed in Vienna and Dessau, as well as transferring the know-how of lyophilized products from Vienna to Dessau. For specific products only produced in Stockholm the product know-how will be transferred from Stockholm to Dessau. This complex transfer combined with volume increase from all sites will be a challenge over 2015 but will be achieved with good collaboration and communication.”

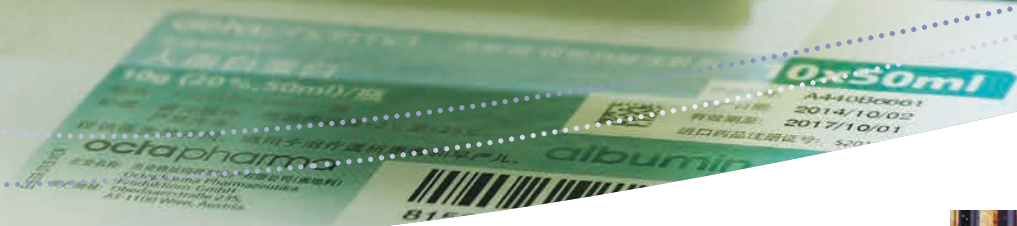




Global market access with increased product portfolio

Global Expansion

Octapharma started life as a European company and since 1983 has increased its presence throughout the world to become a truly global organization. In this expansion Octapharma made strategic decisions to forge ahead and provide products to patients in less developed regions. As a commitment to meeting unmet clinical needs of patients worldwide, it was important to the leadership not to exclusively operate in the more developed markets. Octapharma remains dedicated to making its life-enhancing products available to the wider global patient community.



Matt Riordan
Vice President, Lachen

“I am responsible for key international export markets which represent a diverse group of countries ranging from the very developed to comparatively underdeveloped markets. When approaching a new market the first step is cultivating an understanding of the environment by going there and talking to people. You have to find out: who are the stakeholders; what diseases are treated with the products; how developed are the patient associations; who are the payers; how does the reimbursement system work, etc. Strong partnerships with all stakeholders are essential.

I believe there is something special about the plasma industry because of the source of the products and the nature of production. Our stakeholders know that Octapharma’s owners and management are fully committed to the plasma industry for the long term. This industry is fascinating because of the human source of our products and this builds a real commitment from staff because people see that what they are doing every day has a real impact on people’s lives. Our products treat rare and serious diseases which often have no alternative

proven therapy, so when you talk with healthcare professionals it feels more personal.

China

Octapharma started operations in China in 2004. We have an office in Beijing and work with two distributors in China. A good example of internal collaboration within Octapharma is the work we did over 2014 towards securing China Food and Drug Administration (CFDA) approval of our second production site. At the moment our production site in Vienna is approved by CFDA and we are expecting to get our Stockholm plant approved in the beginning of 2015. This licence will allow us to fulfil the strong demand from Chinese patients and clinicians for Octapharma’s albumin product. We received feedback in June from the CFDA that they had some regulatory questions which resulted in a strong team effort with great collaboration between our Beijing office, international drug regulatory affairs and corporate quality control. The resulting response report was translated into Chinese and submitted to the CFDA.



Octapharma delivers lifesaving products all over the world from state-of-the-art production sites in Europe



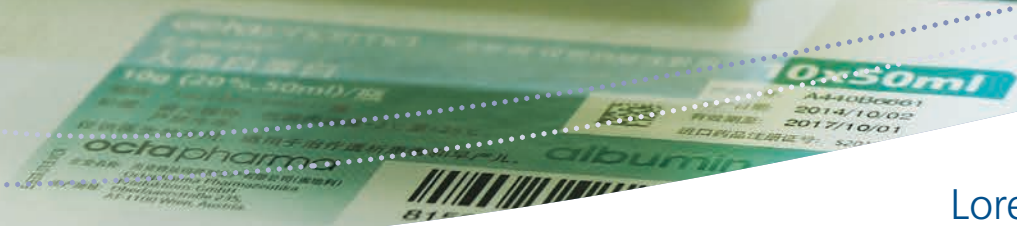
Australia

Eight weeks after joining Octapharma in Sydney I presented to the government health committee at Parliament House in Canberra. That is one of the very attractive aspects of working for Octapharma; if you are flexible you are given a lot of responsibility and can be involved in many diverse projects.

Octapharma Australia has partnered with Australia’s National Blood Authority (NBA) since 2005 to supply octagam® to Australia under the national blood arrangements. During this time Octapharma Australia has supplied more than 5 million grams of octagam® for use by Australians in treating a variety of serious diseases, which represents around 100,000 infusions. Octapharma Australia

currently supplies octagam®5%, octagam®10% and gammanorm® to the NBA to ensure that Australian patients have an adequate supply of these life-saving immunotherapy products.

The NBA has put their trust in us to fulfil our commitment to supply the Australian market. Our relatively small team in Australia collaborates closely with colleagues on the other side of the world to ensure adequate supply of these products to meet demand. One of the highlights of 2014 was when the NBA decided to extend our supply contract for an additional year to the end of 2015, which is a vote of confidence in Octapharma’s 10th year in Australia.”



Lorenzo Valentini
Project Manager, Singapore

“In Q4 2014 Octapharma opened an office in Singapore to act as a coordination point for countries across South East Asia.

Establishing a base in Singapore demonstrates Octapharma’s long-term commitment to increasing our presence in the region. Having a central hub in this important growing market allows us to monitor the market situation closely and better understand the landscape. Compared to when we were orchestrating activities from Europe, being based in Singapore shortens the communication lines and allows us to connect with and absorb the local culture. We are better placed to react and adapt to market needs.

Culturally there is a very strong importance placed on personal relationships. More than numbers, the culture values trust and reputation of the people with whom you do business. We are committed to ensuring we have absolute transparency in our relationships.

Our base in Singapore will coordinate the activities of our local partners in the region. I say partners because it is absolutely essential that this is what they are. One of the challenges has been to find suitable people because the human component is so essential. We are not looking simply for physical distributors of our products, but trusted partners who will develop the market with us with a long-term vision. These people will be on the front line and will be the face of Octapharma to our customers so we need to ensure that they share our values and are able to represent our high standards. Ours will be a partnership of exchange and understanding because we need to understand these new



markets and they need to understand our niche industry. We both need specific knowledge which requires an investment and commitment from both parties. We need to develop a culture of transparency and mutual respect.

The best way to build relationships is to have open and frank discussions. Key opinion leaders in the region are culturally more open and eager to learn about what is going on in the rest of the world. It is a fine balance between suggesting best practices from western countries without having the arrogance of telling them what to do.

In moving physically closer to our market, it is vital that we continue to work closely with headquarters. Maintaining this relationship will ensure we capitalize on the knowledge of others across the company and pool our resources for the benefit of all.

I believe that the success of our operation in South East Asia will be a result of the human relationships, collaborations and friendships we nourish as we work together to advocate increased knowledge and better access to healthcare.”



New track and trace line in Vienna for serialized packaging of final products for worldwide distribution; serialization enhances patient safety and product traceability





Open & transparent communication and talented employees

Employees and Communication

Octapharma recognizes that our greatest asset is that of our dedicated employees. The two strategic pillars; “open and transparent communication” and “proud and talented employees in a healthy organization” are significant contributors to achieving employee engagement and creating a challenging and rewarding workplace in Octapharma. Testament to the long-term commitment of Octapharma’s employees is the many examples of members of the same family working for the company. In this chapter we shine a spotlight on projects supporting improved communication and employee access to information as well as some Octapharma families.



Human Resource Management System

The new Human Resource Management System (HRMS) will facilitate the management and reporting of global HR information, improve employee engagement and reduce the HR administrative burden for managers and HR. This five year project involves a phased implementation plan beginning with recruitment and the HR database, but will eventually include performance management, salary planning, talent management, succession planning and a learning management system.

With the final business systems in place, leaders and managers will be able to use HR data to execute business strategy, allocate resources appropriately, implement workforce planning and automate processes and eliminate waste. Additionally, they will be able to answer questions on workforce productivity including: recruitment cost per hire; new hire success rates; employee turnaround rates and predicting workforce attrition. They will also be able to review the impact of training programs on enterprise performance, evaluate internal promotions and identify potential leaders.

All Octapharma managers will eventually have instant access to relevant data enabling them to make important operational and strategic decisions to improve the performance of their departments. Our new business system will result in less time and resources devoted to routine administrative duties allowing managers to focus on core activities that drive company performance.

The HRMS steering committee is comprised of Roger Mächler Chief Financial Officer, Sören Bekker VP Corporate IT, Daniel Wyder Deputy General Counsel & Chief Compliance Officer, Olivier Clairotte Deputy to Chief Production Officer and Beverley Cox VP Global Human Resources. The committee is tasked with providing strategic and operational oversight to the project and to support the implementation by communicating the objectives and milestones within their areas of influence. The Octapharma Project Team includes: Yin Chan – Project Manager, Marlis Küng, Fanny Chauvel, Christoph Färber, Annett John,



Hubert Franzaring, Jan Chaitas, and Werner Mikschicek. In addition to the HR collaboration that is required, employees from IT, Finance and Operations will provide expertise throughout the implementation. In addition to the Octapharma team, we also have an implementation team that includes individuals from our SAP certified implementation partner Pentos.

Steering committee meetings are held monthly and project team meetings take place more often depending on the activities of the group, e.g., testing the system, developing procedures and policies, drafting templates, etc. The success of this project depends on the team work and collaboration of a large group of people, the participation in the early phases of the project has been supportive which bodes well for a successful implementation of the new system.



In Stockholm, newsflashes on digital signage and the newly renovated “Bryggeriet” (Brewery) which was originally built in 1892



Werner Mikschicek

HR Manager, Vienna



To support the strategic pillar of open and transparent communication it was recognized that there is a need for a new communication line for employees in production who do not have constant access to emails or the intranet. The digital signage initiative began with Tobias Marguerre, and was led by Per Eriksson and Joanna Lebedowicz. Today, newsflashes reach approximately 1,500 colleagues at the Vienna and Stockholm production sites.

“The communication challenge was, how best to reach out to employees who do not work at a computer? In Vienna, the digital signage concept was launched together with the re-launch of the local intranet, octanet. The project was started in mid-May 2014 and launched on 15th of October. There are 16 screens in Vienna located at points of high employee traffic, e.g. in the new restaurant, at the welcome desk and at the entrance of the HR department.

The octanet is the main channel for communication on site and is the source of the content on the screens. The digital signage provides a highly visible and accessible newsflash, the purpose of which is to motivate employees to go to octanet for more detailed information. This form of information on the run saves time and ensures a common level of knowledge throughout the site. Regular and clear communication updates promote a feeling of com-

munity. It allows for the timely dissemination of information to the whole site and creates a better common understanding of decisions and activities.

This initiative is not simply buying and installing large screens, it is about creating appropriate content. At the moment corporate trainees Alexandra Marten and Tanja Miesbauer are responsible for news-gathering, preparing and publishing news. There are four main categories of communication: local, global, corporate and meeting updates e.g. not all employees can attend the quarterly plant information meeting due to shift work, so updates from the meeting can be published on the screens. One early successful example of using the signage was when we wanted to motivate people to participate in a psychological stress survey.

Collaboration and partnership are essential for this communication initiative because news does not create itself. Since the launch there has been a healthy flow of stories coming from departments who are keen to share developments on this new platform. There has been good partnership between the two trainees and Per Eriksson, partnerships between the trainees and the local IT department, as well as excellent support from the local management team and Corporate Brand Management. I think the digital signage will prove to be a very valuable new channel of communication.”





Roger Mächler
Chief Financial Officer, Lachen

Corporate Goals

"In 2014, for the first time Octapharma communicated internally its corporate goals for the year, defining the critical success factors that underpin the strategic direction of the organization. Structured by the strategic pillars, the goals outline the key areas that will receive the focused attention and resources of the organization over the year.

The Corporate Goals communication initiative was one of several recommendations proposed to the Board at the end of 2013 in a summary report compiled by Corporate Brand Management and Global HR. These recommendations were a result of senior management workshops and the analysis of employee surveys completed during 2013. The Board agreed that it is important for all employees

to understand the company goals for the year so individuals can take actions and make decisions consistent with the achievement of the overarching goals. We recognize that focused and aligned activities are a prerequisite for the continued growth and global expansion of Octapharma, it is therefore appropriate that the overall direction of the organization is visible to all.

Once agreed by the Board, the goals are summarized in a poster format and published on the octanet. In parallel to this, it is expected that each Board member direct report ensures the information is distributed and understood within their department and cascaded throughout the organization.

The positive business impact of maintaining employee engagement across an organization is widely accepted. We want Octapharma to be a company in which employee values, goals and aspirations are aligned with those of the organization. By doing so our employees are not just passionate and proud, they have a clear vision of their own future and how that aligns with the goals and mission of Octapharma.

Board meeting communication

One of the 2014 corporate goals is 'Agree processes to improve clear and timely communication flow across the senior manager group.' When clear goals are set, communicated and progress updates provided, employees not only understand the direction of the organization but also the value of their own contribution. During 2014 Octapharma introduced structured communication flow after Board meetings to improve the clarity, consistency and transfer of timely information to the direct



reports of Board members. The first virtual meeting was in June and four took place over 2014.

All new ideas require a passionate advocate who is willing to drive activities in the early stages of development. I endorsed this idea and was happy to encourage my Board member colleagues to fulfil their part in this communication initiative and to work with Corporate Brand Management to make it happen.

The significant success and growth experienced by Octapharma over recent years presents continued challenges to maintain openness and transparency in our communication. This is just one of several initiatives to explore using different channels of communication to ensure we deliver the right information to the right people in a timely manner."



Petzold Family

Detlef Petzold joined Octapharma in Germany a quarter of a century ago in 1990 when the company only employed 120 people worldwide. He is responsible for the sale of Octapharma products in eastern Germany, including Berlin. In 2006, his son Thoralf joined the Vienna production site to work on his diploma thesis before beginning his career in the materials management & logistics department. After three years in Vienna in 2009 he moved to supply chain in Dessau.



Detlef Petzold

**Regional Management
Key Account East, Langenfeld**



“What people say in the comfort of their own home about their work environment says a lot about an employer. Octapharma’s good reputation is often spread within family circles and sometimes family members become interested in working for the company when an opportunity arises. The fact that Octapharma is a family-owned company is significant because members of the Marguerre family are involved in daily operations; there is a real sense that the whole family is behind the company.

My son and I are almost neighbours. In our spare time we both like to travel, sometimes but not often we are able to take trips with the whole family. The most time-consuming and enjoyable shared activities are related to a new member of the Petzold family. My son’s daughter Lisa was born in spring 2014 and I love spending time with her. Who knows, one day there may be a third generation of Petzold working for Octapharma!

Over 2014, we have both been involved in different ways in the launch of Nuwiq® which has been available in Germany since November. Launching a new state-of-the-art product is very exciting.”

Thoralf Petzold

**Head of Supply Chain
Management, Dessau**



“When I was at school, my father had a home office and sometimes when he was out meeting customers I was at home and answered his work phone. So I had already spoken to Octapharma colleagues long before I joined Octapharma!

As Head of Supply Chain Management, my team is responsible for purchasing, material management, import/export and logistics. As well as being responsible for the purchasing in Dessau, I am also responsible on a corporate level for the secondary packaging material (labels, cartons, leaflets). For the launch of Nuwiq®, the whole team in Dessau was involved in preparing everything in the system ready for launch. Together with global supply chain management we also analysed the forecast and demand of the different countries.

In supply chain, relationships and partnerships are very important. You have to have trusted partners you can rely on. With one of our suppliers the relationship started long before the Dessau plant was built; in the past they supplied material only for products for German customers and now they supply material for 99 countries. Cultivating life-long relationships, whether family, colleagues, or suppliers, is incredibly rewarding. It also feels good to know that you are working for a company that helps people by developing lifesaving products produced from humans; this human to human philosophy is very important.”



Färestål Family

Susanne Färestål

**Temporary HR Manager/
HR Specialist, Stockholm**

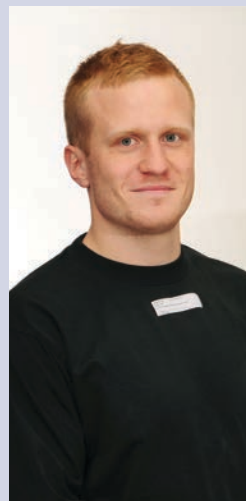
"I joined Octapharma in August 2005. My role involves making sure we have 'the right people in the right place' and providing service and support to managers and employees so we can all do our best and drive the company forward. My children wanted to find a job after school and since they worked here during the summer holidays, I made them aware of the permanent job openings. I like to have my children around and I feel safe knowing they are working for Octapharma. At least once a year we travel together with the rest of our family and it's not uncommon that we end up being more than 15 people spanning three generations. Humanity for me is caring for others and always trying to look at things with a positive attitude. I believe that you get what you give and that Octapharma has the same way of thinking. Over 2015, I have been working on a survey regarding the work environment for all employees as well as a lot of new projects including a new corporate HR recruitment tool. Over 2014, I am looking forward to more recruiting, recruiting and some more recruiting!"



Max Färestål

**Shift Leader,
Bulk Production, Stockholm**

"I worked at Octapharma in summer 2006 and joined in 2008 as a full-time employee at single donation control. Since 2009, I have been working in basic fractionation. As a shift leader it is important to have control over daily activities and be able to prioritize. This involves planning, problem solving, documentation and ensuring that everything is done in the correct way regarding GMP and safety. It is lots of fun to work in the same company as my mother and sister. We don't see each other that often due to the difference in schedules so when we do it's always positive and with lots of laughter. When you know that you're working for an evolving company it feels safe to have your family at the same place. With mum having the position and knowledge she has, I sometimes need her help. Since I often work evenings or during the night I can still call her to ask questions without feeling guilty! We're a very close family and see each other very often. My sister plays football and I race motorbikes and we cheer for each other as often as we can. Since Octapharma is a successful family-owned company I think that the Marguerre family cherish and believe in families working for Octapharma. Here an employee is more than just a worker. Octapharma see the individual person and don't just 'kick people out' and pick new ones, they care about people's wellbeing."

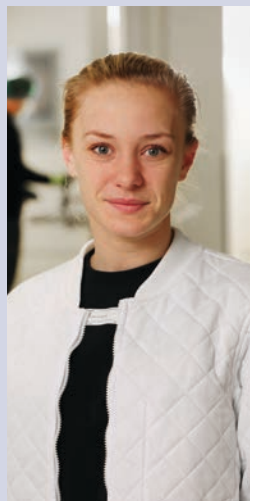


Sofie Färestål

Process Operator, Octaplas Production, Stockholm

"I started working at Octapharma in summer holidays during my studies and now work in octaplas®LG production. I like working for the same company as my mother and brother. Octapharma is a good company to work for and it feels secure to have my family around me. Sometimes we even get in the same car to and from work and that gives us even more time to talk. My favorite part is that they motivate me to always be my best. It is the best feeling when a family member is proud of you. During summer 2014, when octaplas® had a shutdown for 3 weeks, I worked with my brother in bulk production. That was interesting and a lot of fun! If I have any question about the law or issues regarding employment

I can always ask my mother. In our spare time as a family we really like to hang out together. We are all competitive, which means that we often do different activities and compete against each other. If you see a family member who is happy at work then you get a good feeling about the company. The way the Marguerre family started from scratch compared to where they are today is impressive. With that knowledge I hope they believe in families working for the company. The most human thing about Octapharma is our products. We manufacture medicines for people around the world for them to have a better life. That is true humanity."





Uthdinger Family

In July 1981, Yvette Uthdinger joined the site in Lingolsheim near Strasbourg which was purchased by Octapharma in 1999. Yvette's daughter Anne joined the site in March 2007.

Yvette Uthdinger

Engineering & Safety Assistant, Lingolsheim



"My main functions are to deal with administrative tasks and to monitor operating budget. I am extremely proud to see my daughter working in the same company where I have worked for 33 years. Working together means we can see each other more, have lunch together and go to the same work parties. We do not talk about work at home and it is strictly forbidden to discuss any current or future projects, which can sometimes be frustrating! Working together is empowering because it is motivating to ensure the sustainability of the site. After all, we all want our children to have a fulfilling and stable working life. I suppose it is the same thing for our boss, investing to guarantee the future of the company and therefore the family.

In our spare time, my daughter and I share a love of cooking and I hand down my favourite family recipes to her. We also enjoy shopping together. Most of all, I love seeing my granddaughter growing up.

With the engineering team, we are currently working on some important projects related to production capacity extension. It is really exciting being involved in the development of these projects and to be in contact with external partners and engineering firms. It is rewarding to work closely with the finance and purchasing departments. Together with my colleagues and my manager, it is always challenging and exciting to watch the new build-

ings taking shape and to witness the implementation of the sophisticated installations.

Octapharma is established throughout the world and brings together many nationalities with people from across different cultures and beliefs working together every day. These differences make the company a very human place to work."

Anne Uthdinger

Payroll Assistant, Lingolsheim

"I joined Octapharma almost eight years ago. I had previously completed an internship with the company during my education and in the framework of a maternity leave replacement eventually obtained a permanent employment contract in the Human Resources department. My role involves payroll administration and employee enquiries.

It is very pleasant to work in the same company as my mother. As a little girl I used to come here with my father to fetch my mother to go home at the end of the day. I am working with people who saw me growing up over the years. It is fascinating to learn the history of the site from my mother. I'm also lucky enough to be able to marry work and

family lunch breaks in the course of a day. I live 65km from my parents' house, so working together allows me to see my mother more often than if we did not work at Octapharma together. We don't talk about Octapharma in our private conversations; it's important to keep work and personal life separate.

We have always spent quality time together; we talk a lot and share an interest in cooking and decoration. For 18 months, my mother and I have shared a special common interest: my daughter Amélyane. Amélyane's birth has brought us closer in a different way and I love spending time with my mother and daughter. Being part of the same

family means knowing each other well and this in turn makes it easier to work together. A company such as Octapharma understands the advantage of this since the Marguerre family experiences it in their everyday lives. Working with family members brings the working world into the heart of the family. Octapharma is embedded in our everyday world. We are all part of a chain that each day produces products that will enable people to live better lives. By working together we are improving the quality of life for sick people, what better example of humanity?"





Humanity Matters

As a family-owned company in the biopharmaceutical industry, humanity lies at the heart of everything we do at Octapharma. Dedicated to improving the lives of patients, Octapharma respects the fragility and value of life and recognizes the individual person. The humanity at the heart of Octapharma is demonstrated in a spectrum of ways, from the significant investments into research and development driving innovation to meet global unmet patient needs, to recognizing individual employees in the

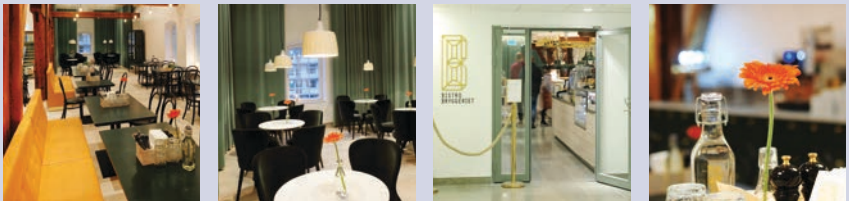
knowledge that each one is a valued individual with their own aspirations and goals. Octapharma now employs almost 6,000 people worldwide. As the company continues to grow, people remain at the forefront of what we do. With growth comes new challenges and therefore enhancing communication and improving employee engagement are key principles that will ensure the continued success of Octapharma well into the future.



As a family-owned company it is fitting that Octapharma in Lingolsheim has a dedicated kindergarten established in 2010 exclusively for children of Octapharma employees. In 2015 a new larger kindergarten will be opened to continue supporting working mothers and fathers.



The Marguerre family is passionate about the benefits of good and nutritious food and believes it is important to offer when possible quality, healthy, freshly-made food to employees during the working day. Over 2014, two new restaurants were opened with the support and input of the Marguerre family: the Bistro in Stockholm and Oben in Vienna. Today a total of 1,500 employees can now enjoy the new restaurants. It was important for the family to create a space which looks and feels very different from work, a space where employees can take a break from work in a pleasant environment, socialize with colleagues and recharge their batteries.





Corporate Sustainability

In Q4 2014, a project group was established to explore the topic of corporate sustainability within Octapharma. The group includes representatives from Corporate Brand Management, General Management, HR, Legal, Market Intelligence, Production, and the Corporate Trainee Program. The first meeting took place on 22nd October 2014. The purpose of the meeting was to get an overview of existing sustainability activities and to identify milestones for implementing a corporate sustainability policy within Octapharma.

Octapharma recognizes that with an expanding global footprint comes an increasing global responsibility. In 2014 the implementation of a corporate sustainability policy was identified as one of Octapharma's corporate goals for 2015. Octapharma believes in the importance of implementing a sustainability strategy because it is our

obligation to ensure we are acting as a responsible corporation in all our global activities. Corporate sustainability is concerned with how companies manage their economic, social, and environmental impacts.

Today, our stakeholders expect a sustainability approach. As well as customers and employees reaching out to us asking for sustainability information, there is also now increasing regulatory demand for global companies to measure, manage and report on environmental and social performance both within their organizations and throughout their value chains.

National legislative boundaries were not designed to deal with corporations operating on a global level, and so legislative gaps occur, which creates a demand for more sustainability information to

compensate. Octapharma recognizes the importance of addressing this topic to ensure we meet the expectations of stakeholders and secure future market access worldwide.

It is essential that as the company continues to expand globally we are fulfilling our responsibility to ensure that we understand our impacts. We have identified eight key impacts: Economic, Environment, General, Health & Safety, Labour Practices, Product Responsibility & Quality, Research & Development and Society.

Many examples of initiatives already exist within the company that with the new policy will be collated to become part of our corporate sustainability. With this enhanced collection of information will be an improved communication flow so that colleagues globally can access sustainability data when they

need it. We plan to launch a new sustainability platform for the storage and distribution of sustainability information globally. As sustainability is a measure to comply to global demand it is essential it is done on a global level. National initiatives will be integrated on a corporate level to ensure consistency and transparency.

As we focus on the implementation of a formalized sustainability policy over 2015 our vision is that corporate sustainability becomes engrained in Octapharma's corporate culture.

octapharma®
Corporate Sustainability



Annual Accounts

The Octapharma Group can report a significant increase in both revenue and profitability for the year 2014. Highlights of the year are the strong performance of the full product portfolio and remarkable growth in key markets. As last year, the cash position increased significantly despite the major ongoing investments in the plasma collection and plasma production divisions.

Revenue for 2014 is reported at 1.280 billion Euro, which represents an increase of 126 million Euro or 11% compared to the 2013 figure. Whereas all areas contributed to this revenue growth, the North American region, the Middle East and some European markets outperformed in terms of sales growth.

Gross profit in 2014 was 443 million Euro, 130 million Euro higher than in 2013. The reported gross margin is 35% and represents a significant improvement compared to previous years.

Operating expenses were 172 million Euro, 10 million Euro higher than in 2013, and have been increasing at a slower pace than net sales despite continued significant investments into research & development.

Operating income is reported at 271 million Euro. This is the second highest in the history of Octapharma and emphasizes the ultimate return towards the levels of profitability of the past.

The Octapharma Group reports a record net cash position of 273 million Euro at the end of 2014.

Net inventory decreased by 24 million Euro in 2014 and confirms the expected decrease of work-in-progress inventory during the year.

The investment in fixed assets, including investments in R&D, was 168 million Euro in 2014. Major projects in plasma collection and plasma production have been started and successfully completed in 2014. In addition to the investments into the promising product development projects, Octapharma will continue to re-invest the majority of profits and cash position into the vertically integrated plasma collection and manufacturing divisions to assure the organic growth of the group over the coming years.

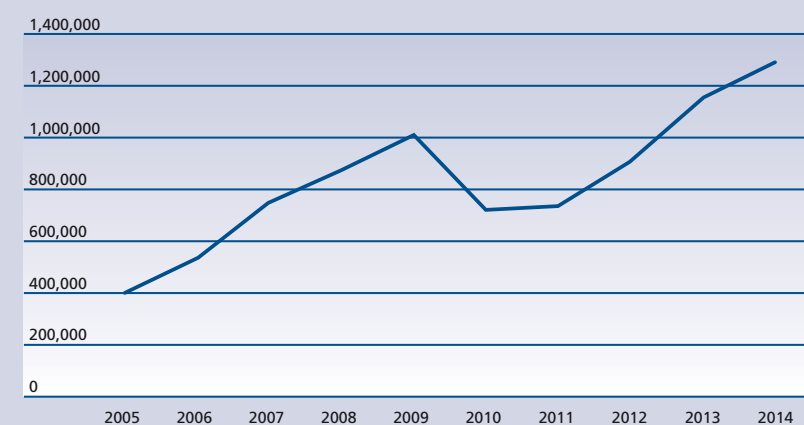
The equity ratio increases slightly to 83% compared to 2013.

Over 2015, we expect to see the first rewards from our “Program 2019” capacity extension and efficiency improvement initiatives. Further expansion into key markets with our existing product portfolio is expected as well as the submission, successful approval and launch of new products. In addition, an overall positive foreign exchange rates development will have a positive impact on performance.

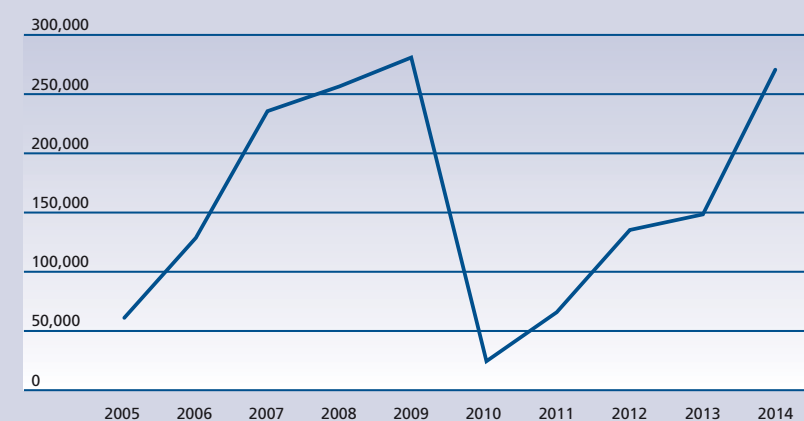
Overall, a continued strong sales performance of the entire portfolio in new and existing markets combined with optimized efficiencies in production, indicate a very positive forecast for the year 2015.

Key Figures of the Octapharma Group

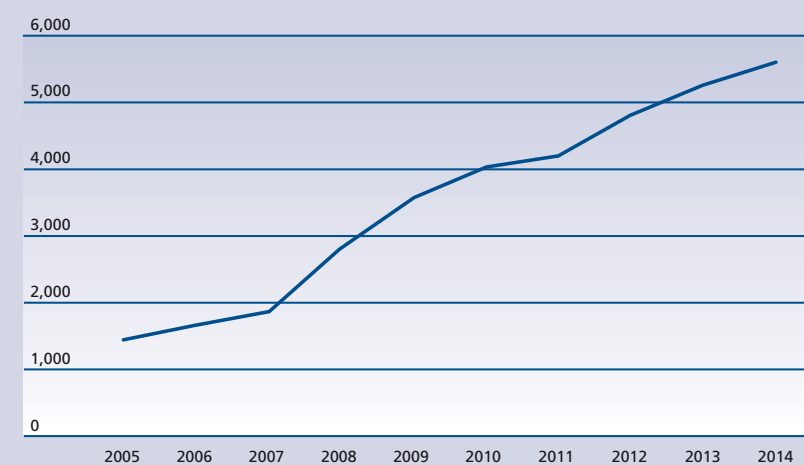
Revenue in 1,000 EUR



Operating income in 1,000 EUR



Average headcount



(monetary figures are in 1,000 EUR)

	2014	2013	2012	2011	2010
Operating income	271,192	149,924	136,778	63,758	24,140
Net profit of the year	236,136	124,398	135,755	72,082	45,807
Year-end headcount	5,683	5,514	4,939	4,514	4,238
Return on average equity	17%	10%	12%	7%	5%
Profit from operations per employee	49	28	28	15	6
Current ratio	582%	594%	591%	463%	533%
Days of sales in receivables	122	113	115	145	106
Day of purchase in inventory	249	274	379	396	282
Cash flow from operations	274,541	205,558	131,559	-43,501	-62,003
Expenditures to ensure future prosperity	168,265	111,236	97,637	91,660	151,114
• Research and development	41,792	45,780	36,741	43,491	40,347
• Capital expenditures and investments in activities	126,473	65,456	60,896	48,169	110,767

Financial Statements of the Octapharma Group

The following summary financial statements are derived from the consolidated financial statements of Octapharma Nordic AB, Stockholm and comprise the summary income statement for the period from January 1 to December 31, 2014, the summary balance sheet and the summary cash flow statement for the year then ended, aggregating non-material financial statement captions.

Consolidated Income Statement of the Octapharma Group

January – December

(all figures in 1,000 EUR)

	2014	2013
Revenue	1,279,610	1,154,077
Cost of sales	-836,785	-841,665
Gross profit	442,825	312,412
Research and development	-41,792	-45,780
Selling and marketing	-81,064	-74,078
Regulatory affairs/quality audit	-11,984	-9,016
General and administration	-41,409	-42,040
Other income	5,338	9,243
Other expense	-722	-817
Total operating expenses	-171,633	-162,488
Operating income	271,192	149,924
Non-operating income and expenses	-5,503	-5,381
Profit before taxes	265,689	144,543
Income tax	-29,553	-20,145
Net profit of the year	236,136	124,398

Consolidated Statement of Financial Position of the Octapharma Group

at 31 December

(all figures in 1,000 EUR)	2014	2013
Assets		
Cash and cash equivalents	272,552	148,603
Trade receivables	472,610	390,285
Other receivables	9,682	11,764
Loans to related parties	944	0
Inventories	515,758	539,899
Other current assets	26,639	25,834
Total current assets	1,298,185	1,116,385
Financial investments	3,868	6,528
Deferred tax assets	66,559	63,328
Loans to related parties	0	810
Property, plant and equipment	415,615	347,787
Total non-current assets	486,042	418,453
Total assets	1,784,227	1,534,838

(all figures in 1,000 EUR)	2014	2013
Liabilities and equity		
Trade payables and other payables	81,403	71,453
Derivative financial instruments	5,189	0
Payables to related parties	23	93
Income tax payable	24,307	25,123
Accruals	82,282	65,956
Current Provision	29,685	25,332
Total current liabilities	222,889	187,957
Deferred income	1,662	1,881
Provisions	60,990	52,780
Deferred tax liabilities	21,532	26,184
Total non-current liabilities	84,184	80,845
Total liabilities	307,073	268,802
Share capital	100	100
Retained earnings	1,474,931	1,271,697
Currency translation adjustments	2,123	-5,761
Total equity attributable to owners of the Company	1,477,154	1,266,036
Total liabilities and equity	1,784,227	1,534,838

Consolidated Statement of Cash Flow of the Octapharma Group

January – December

(all figures in 1,000 EUR)

	2014	2013
Net profit for the year	236,136	124,398
Depreciation on tangible assets	52,161	56,182
Change in fair value of non-current assets	6,379	-5,465
(Profit) loss on sale of property, plant and equipment	335	-174
Changes in long-term liabilities and provisions	11,740	4,028
Unrealised foreign exchange (gain) loss	-2,645	4,639
Cash flow before changes in working capital	304,106	183,608
(Increase) decrease of working capital	-29,565	21,950
Net cash from operating activities	274,541	205,558
Acquisition of property, plant and equipment	-126,473	-65,456
Proceeds from associates, current and non-current financial investments	2,778	1,933
Proceeds from sales of property, plant and equipment	1,178	787
Net cash used in investing activities	-122,517	-62,736
Financing activities	-30,000	-25,000
Net cash used for financing activities	-30,000	-25,000
Net change in cash and cash equivalents	122,024	117,822
Cash and cash equivalents beginning of period	148,603	32,060
Effect of exchange fluctuation on cash held	1,925	-1,279
Cash and cash equivalents end of period	272,552	148,603



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REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

Octapharma Nordic AB, Stockholm

The accompanying summary financial statements on pages 62 to 66, which comprise the summary balance sheet as at 31 December 2014, the summary income statement and summary cash flow statement for the year then ended, are derived from the audited financial statements of Octapharma Nordic AB, Stockholm, for the year ended 31 December 2014. We expressed an unmodified audit opinion on those financial statements in our report dated 24 February 2015. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards (IFRS). Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Octapharma Nordic AB.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described on page 62 of this report.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810, "Engagements to Report on Summary Financial Statements."

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Octapharma Nordic AB for the year ended 31 December 2014 are consistent, in all material respects, with those financial statements, on the basis described on page 62 of this report.

KPMG AG

Orlando Lanfranchi

Anna Pohle

Zurich, 24 February 2015

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