Annual Report 2015

It's in our blood

octapharma®

OVERVIEW

– 6,213 EMPLOYEES

– LOCATED IN 32 COUNTRIES

– 5 MANUFACTURING FACILITIES

– PATIENTS IN 105 COUNTRIES

– THE WORLD'S LARGEST PRIVATELY OWNED PLASMA FRACTIONATION COMPANY

ABOUT

OCTAPHARMA IS A FAMILY BUSINESS DEDICATED TO ALWAYS GOING FURTHER TO EMPOWER MORE PATIENTS TO GO FURTHER IN THEIR LIFE ADVENTURE.

ANNUAL REPORT WEBSITE

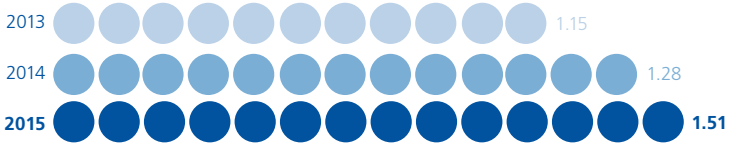
We have created for the first time an Annual Report website so you can access our Annual Report online. Explore the digital report here: www.annualreport.octapharma.com

Octapharma is one of the largest human protein product manufacturers in the world, developing and producing human proteins from human plasma and human cell lines.

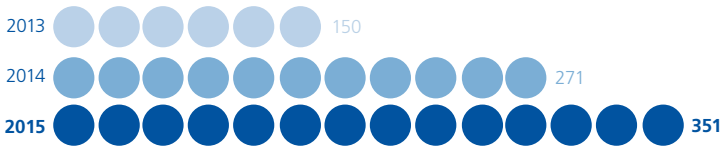
As a family-owned company, Octapharma believes in investing to make a difference in people's lives and has been doing so since 1983; because it's in our blood.

HIGHLIGHTS

REVENUE €bn



OPERATING INCOME €m



EMPLOYEES

CONTENTS

Developing a range of products for the safe and optimal use of human proteins

HAEMATOLOGY

Octapharma's haematology portfolio comprises high purity plasma-derived and recombinant coagulation factor concentrates for patients with bleeding disorders.

Nuwiq®

Recombinant human coagulation factor VIII (rDNA), Nuwiq® (simoctocog alfa) is a purified protein for the treatment and prophylaxis of bleeding in all age groups with haemophilia A (congenital factor VIII [FVIII] deficiency).

Find out more p40

IMMUNOTHERAPY

Octapharma's immunotherapy portfolio comprises high purity human immunoglobulin products for the treatment of various immune-mediated diseases and deficiencies through immunomodulation and immunoglobulin replacement therapy.

gammanorm®

gammanorm® 16.5% (165 mg/ml) normal immunoglobulin for subcutaneous administration (SCIG). Liquid, ready-to-use SCIG.

Find out more p42

CRITICAL CARE

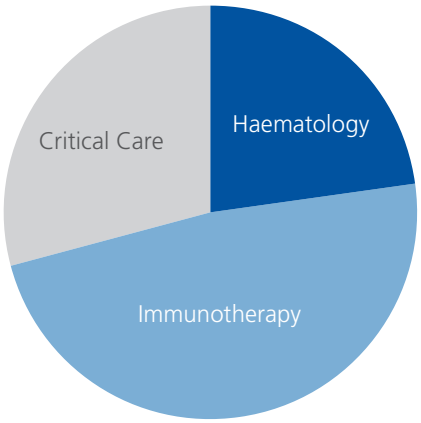
Octapharma's critical care portfolio comprises human plasma and protein products for the treatment of critically ill or injured patients in intensive care and emergency settings.

albunorm®

Human albumin for restoration and maintenance of circulating blood volume.

Find out more p44

SALES BY INTERNATIONAL BUSINESS UNIT



octanate®

High purity human factor VIII/ von Willebrand factor (VWF) concentrate for prophylaxis and treatment of bleeding in patients with haemophilia A.

octanine® F

High purity human factor IX concentrate for the prophylaxis and treatment of bleeding in patients with haemophilia B.

wilate®

High purity human VWF/FVIII concentrate with the native VWF/FVIII complex in physiological 1:1 ratio for the treatment of patients with von Willebrand disease and haemophilia A.

octagam® 5%

octagam® 5% (50 mg/ml) normal intravenous immunoglobulin (IVIG). Liquid, ready-to-use IVIG.

octagam® 10%

octagam® 10% (100 mg/ml) normal intravenous immunoglobulin (IVIG). Liquid, ready-to-use IVIG.

rhesonativ®

rhesonativ® anti-D immunoglobulin for intramuscular administration.

octaplasLG®

Pharmaceutically licensed, solvent/ detergent treated, prion reduced human plasma for transfusion. Standardised coagulation factors content.

atenativ®

High purity human antithrombin III concentrate for the treatment of coagulation disturbances in connection with inherited and acquired antithrombin deficiency.

octaplex®

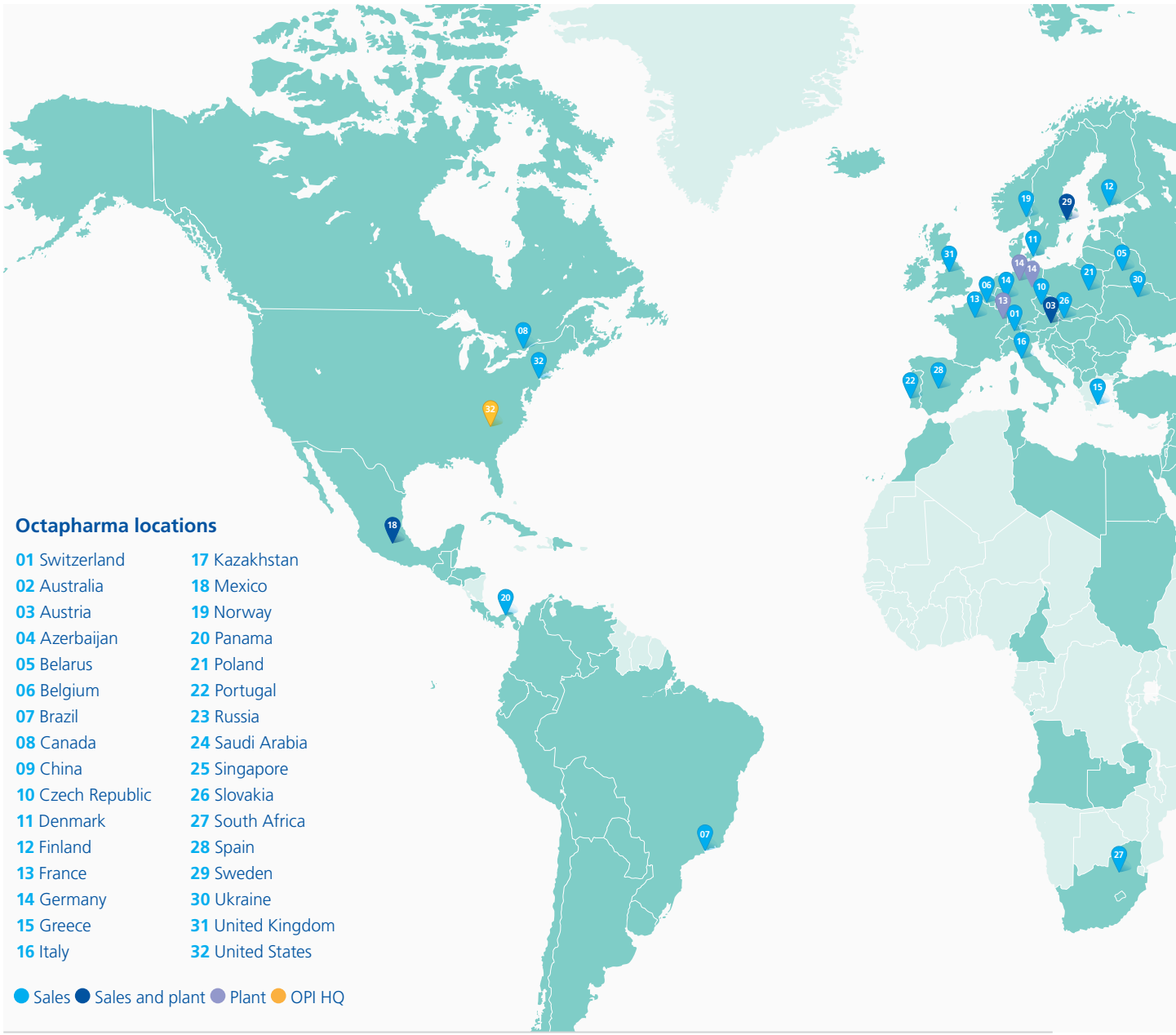
Human prothrombin complex concentrate containing factors II, VII, IX, X, as well as protein C and protein S.

Growing our global scale

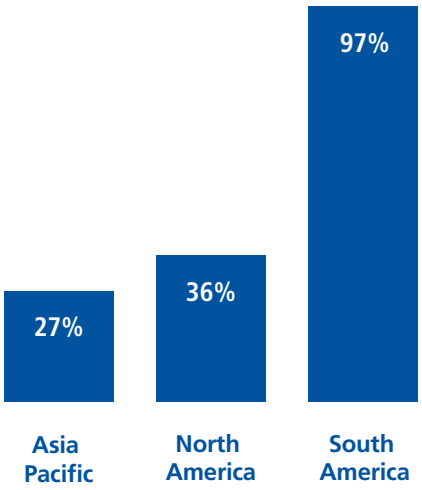
We have built an international business with the scale to meet the increasing demands for plasma products

Countries in which we have sales

Sales Non-sales

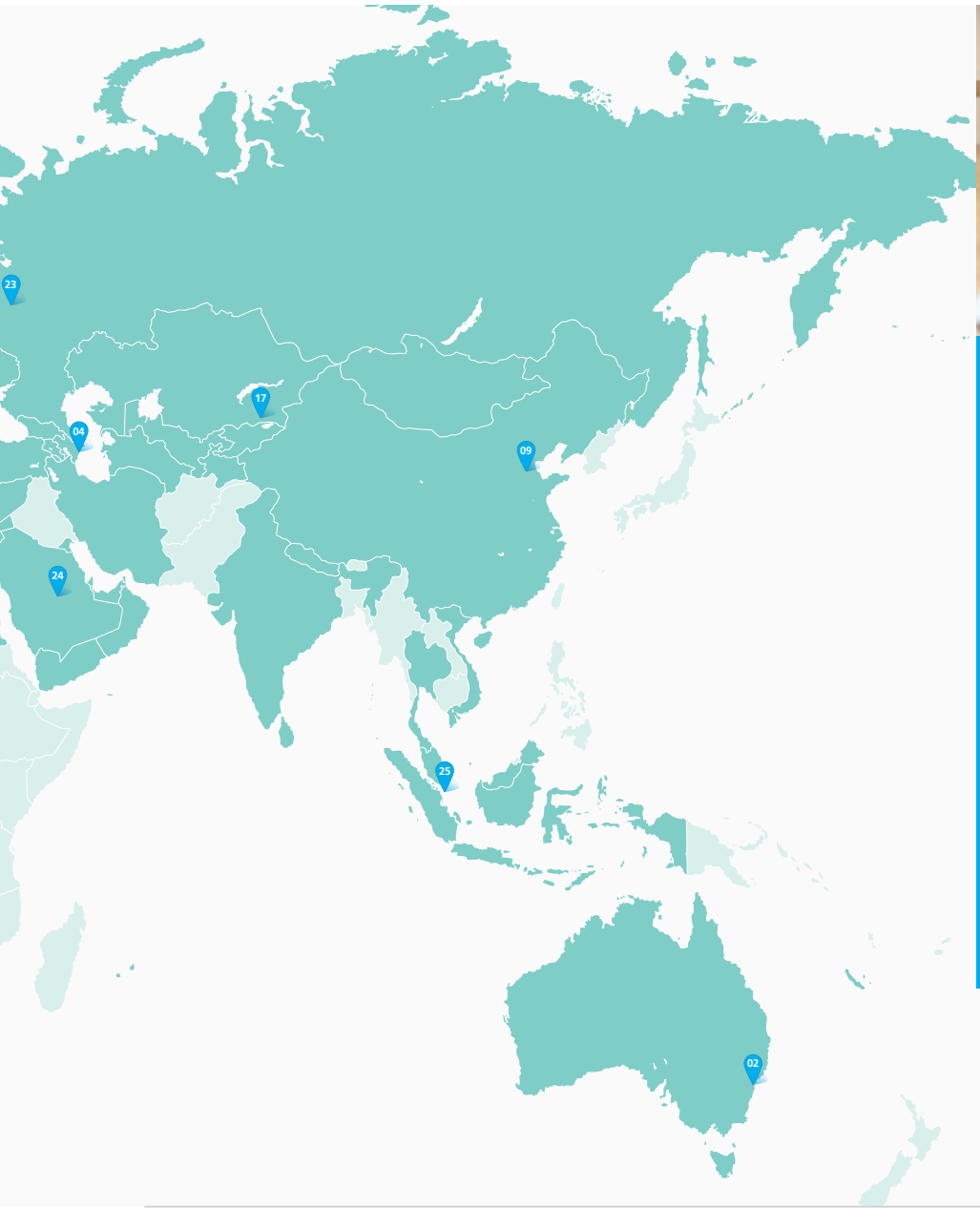


KEY GROWTH MARKETS
in 2015 vs 2014



Closing the treatment gap
In developing countries, where the availability of plasma products is currently limited due to financial and budgetary reasons, the challenge is to convince governments to make available more funding for these lifesaving therapies for diseases for which no alternative treatments are available, so that patients living in these countries can enjoy a standard of care comparable to patients in developed countries.

Increasing global demand
Demand for immunoglobulins is expected to grow 5–7% per annum over the medium term. The increasing demand for both immunoglobulins, as a result of increasing treatment in a variety of auto-immune disorders, as well as albumin, which is driven mainly by an expanding market in China, will ensure that the demand for plasma-derived products continues to grow strongly over the next five years.



INCREASING PLASMA COLLECTION

The volume of source plasma for fractionation collected in the US has increased by 7% in 2015 compared with 2014 and this pace of growth is expected to strengthen over the medium term. Manufacturers are investing to open additional source plasma collection centres in the US. The current numbers of approx. 485 FDA licensed centres and more than 530 currently operating centres are expected to increase substantially in the coming years.

Find out more pp17–19

Investing to make a difference
It's in our blood

WOLFGANG MARGUERRE
Chairman and Chief Executive of the Octapharma Group

"Octapharma is built on a promise to make a difference to the lives of patients, and I am proud to see that we are still working hard every single day to keep our promise."

"Being profitable means we can better serve patients globally by investing in the things that make a real difference."

The year 2015 has been another record-breaking year for Octapharma in which we reached sales in excess of €1.5 billion with a pre-tax profit of €363 million. This impressive performance is the result of the focused and disciplined efforts of more than 6,200 Octapharma employees globally. Together we are pushing forward with our shared objective of reaching €2 billion revenue within the next three years.

Our strong financial position with zero bank debt gives us the flexibility to invest our profits back into the company. Being profitable means we can better serve patients globally by investing in the things that make a real difference: making our factories bigger, expanding our fleet of plasma centres,

developing new products and exploring novel recombinant technologies. We have also strengthened our regional presence in Latin America and South East Asia, as well as expanded our team in the US.

Entering the recombinant business successfully was a major strategic objective of the company and I am pleased to see our first recombinant product, Nuwiq®, being approved in many countries worldwide including in the US, the EU, Canada and Australia. In 2015 we made an up-front investment of €80 million to become a minority shareholder of Glycotope, a company which has built a leading platform of "sugar" engineering tools that are designed to generate novel proteins with improved glycosylation patterns. Access to Glycotope's GEX Cell Line Technology opens up a host of interesting and very promising opportunities which will accelerate the development of our recombinant pipeline. The collaboration with Glycotope will significantly strengthen our biotechnology business development and product portfolio providing significant growth opportunities for the future.

EMPLOYEES
6,213

Octapharma is a company with a strong legacy in human blood plasma products, and we remain committed to developing our portfolio of products derived from plasma to fulfil patient needs around the world. We are continuing to invest aggressively in our plasma collection centres to allow us to meet the ever increasing global demand for our products. In 2015 we further increased our fleet of donation centres in the US and Europe which makes us increasingly self-sufficient in our plasma sourcing. We expect our new plasma testing laboratory in Charlotte will be inspected by the FDA during 2016 and we are looking forward to in-source all of our plasma testing activities in this lab.

NET SALES
€1.5bn

Program 2019, which represents €400 million investment over four years, will double our production capacity and increase overall efficiencies. The program comprises 35 active projects, including a project for a new pilot plant in Vienna and capacity expansion projects in each of our European fractionation plants. I expect to see further focused efforts and cooperation in all projects in order to meet our ambitious strategic growth plans.

SALES IN
105
COUNTRIES

A key driver in Octapharma's growth in the coming years will come from panzyga®, our new third generation 10% IVIG, which will complement our star product octagam®. We are eagerly awaiting the registration of panzyga® in major markets during 2016. Panzyga® will initially be manufactured in our production plant in Lingolsheim, France. The name panzyga® means, "universal victorious protector" and I am convinced that this product will live up to its name and further enhance our immunotherapy portfolio.

Octapharma has always been committed to developing novel products to meet the unmet clinical needs of patients, especially those with rare conditions. In this endeavour, we are investing in a number of important clinical trials which are either ongoing or will begin in 2016, including the ongoing Nuwiq® PUP study (NuProtect), and personalised prophylaxis study (NuPreviq), the panzyga® CIDP study, and the personalised prophylaxis study with octanine® F (ProNINE). We are also eagerly anticipating commencing clinical trials with our new subcutaneous Ig product "Octanorm" in both PID and a neurological indication. Clinical trials have been completed for our new fibrinogen concentrate, which will be submitted for approval globally in 2016. Octapharma will be able to deliver additional treatment options for critically bleeding patients with this novel product, which will be an important addition to our critical care portfolio.

Octapharma is built on a promise to make a difference to the lives of patients, and I am proud to see that we are still working hard every single day to keep our promise. We have set ourselves ambitious growth targets in the coming years which will allow us to fulfil our mission of going further to empower more patients to go further in their life adventure. I am convinced we can achieve our aims by working together with continued diligence and determination.

KEY BENEFITS OF FAMILY OWNERSHIP

- Family pledge of commitment to patients
- Continuity over generations
- Inherited entrepreneurial spirit and flexibility
- Visible and stable top leadership
- Flat management structure and quick decision timeframes
- Investments and decisions made towards a long-term vision

Find out more about our performance in our CFO's financial review p46

Living a patient oriented culture

Our core strategic pillars will lead to the achievement of our ambitious long-term goals

Our vision **Octapharma is dedicated to empowering more patients to go further in their life adventure. We invest to make a difference in the lives of patients because it's in our blood.**

2015 objectives

Profitable organic growth

- FDA approval of Nuwiq®
- Launch of Nuwiq® in European markets
- Nuwiq® launch events in Finland, Germany and Canada

- Open new plasma centres in the US and Germany
- Prepare new laboratory facility of Octapharma Plasma Inc. (OPI) for FDA inspection
- Reach target cost per litre of plasma

- Implement operational excellence in all European production sites
- Fulfil budgeted production quantities
- Fulfil Program 2019 plan with defined tollgates
- Use XLPM method for Program 2019 projects

- panzyga® – submission in major markets
- fibrinogen concentrate – finalisation of studies
- wilate® – new indication for perioperative management of bleeding

- Implement human resource management system (HRMS) phase 1 – recruitment and employee central database
- Develop new intranet platform
- "Octapharma: a human adventure" film
- Communicate Board meeting summary and 2015 goals updates to direct Board reports

Enter the recombinant business successfully

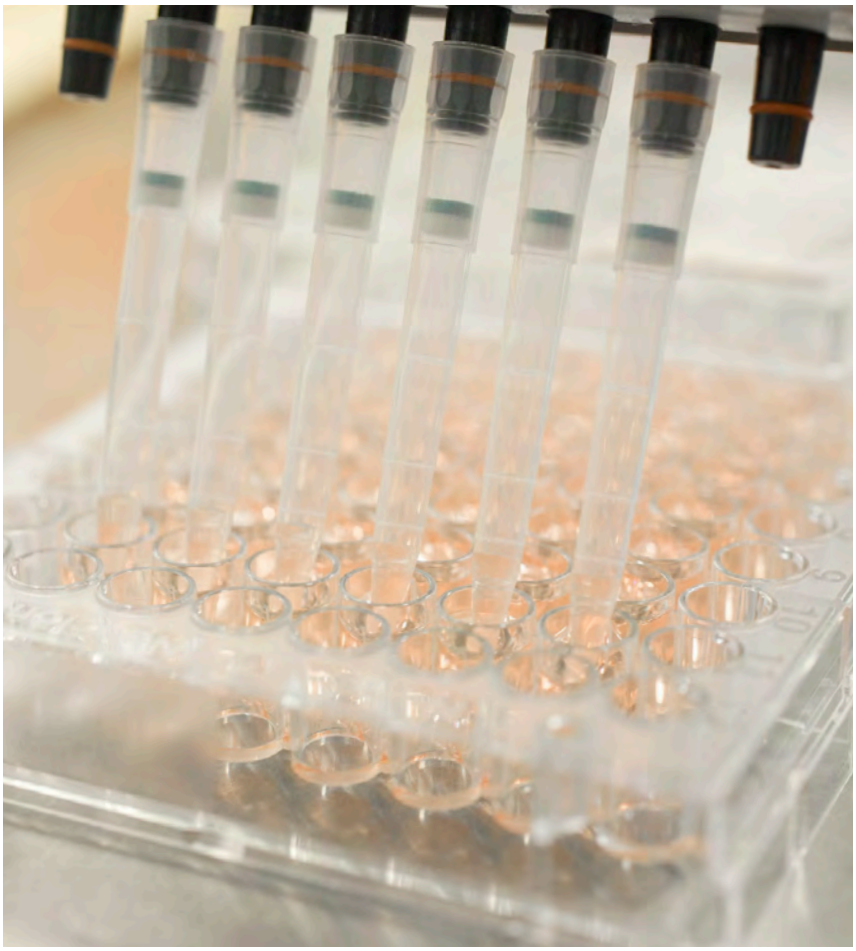
Inside a cell cultivation incubator

INVESTMENT

€80m

investment to become a minority shareholder of Glycotope GmbH Berlin

Find out more about Glycotope on p13



Find out more about Nuwiq® p41

Bioassay to analyse bioactivity of a purified recombinant protein

Overview

Octapharma established its legacy as a plasma fractionation company and whilst plasma remains our core business, in 2014 Octapharma's first recombinant product Nuwiq® became the first recombinant FVIII from a human cell line to be approved in Europe. Nuwiq® was subsequently approved in many countries around the world, including the US. In October 2015, Octapharma boosted its recombinant product pipeline with an €80m investment to become a minority shareholder of Glycotope GmbH Berlin and acquire certain exclusive intellectual property (IP) rights of Glycotope's recombinant technology. This collaboration allows Octapharma to further accelerate the development of its recombinant product portfolio and galvanise our successful entry into the recombinant field.

ENTER THE RECOMBINANT BUSINESS SUCCESSFULLY

NUPROTECT STUDY

91 PUPs

NUPREVIQ PERSONALISED PROPHYLAXIS STUDY

66 PTPs

Find out more about Haematology p40

Find out more about Nuwiq® in the UK pp14–15

Larisa Belyanskaya, VP Head of IBU Haematology, Lachen

Over 2015 we have continued to affirm our promise to make a difference to the lives of patients worldwide. With the launch of Nuwiq®, the new generation recombinant FVIII from a human cell line, Octapharma has established itself in the recombinant business, building on our strong foundations of plasma-derived human proteins. Nuwiq® was successfully launched at the end of 2014 in Germany and the UK, with further launches in Europe during 2015. I am particularly proud of the excellent teamwork and collaboration between the international team and the dedicated staff in the countries and regions, which were exemplified in the Nuwiq® launch planning and execution.

The results from pivotal studies with Nuwiq® were published in 2015, demonstrating Nuwiq®'s outstanding success in prophylaxis and on-demand treatment for previously treated children and adults with severe haemophilia A. In the completed studies with Nuwiq® on previously treated patients (PTPs), there were no reports of FVIII inhibitors and no treatment-related serious or severe adverse events in more than 200 patients. We are also establishing personalised prophylaxis with Nuwiq®, with the aim of providing a treatment regimen that is specifically tailored to an individual's needs. The results of NuPreviq, the recently completed pharmacokinetic (PK)-guided individualised prophylaxis study in 66 PTPs, are extremely encouraging with very low bleeding rates and greater flexibility of dosing. Addressing the group at greatest risk of developing inhibitors, 42 centres in 17 countries have initiated our NuProtect PUP study with 91 patients enrolled so far out of 100.

Further launches of Nuwiq® across the world will drive revenues in the recombinant business sector further. In the longer term, our collaboration with Glycotope, the company which has built a leading platform of "sugar" engineering tools that are designed to generate novel proteins with improved glycosylation patterns and thus offer the potential for a variety of novel treatment options in haemophilia, will expand our recombinant portfolio. We are well positioned to exploit the therapeutic potential of a variety of Glycotope's technologies for the benefit of patients. The investment in Glycotope underscores our ongoing commitment to haemophilia research.

IBU Haematology continues to invest in understanding and addressing the unmet needs of the bleeding disorders community, for the benefit of physicians and patients. Ongoing and planned studies with wilate®, octanate® and Nuwiq® will continue to add to the wealth of data on the benefits that these products bring to patients.

MAKING A DIFFERENCE

DR STEFFEN GOLETZ
Glycotope Founder & CEO

Glycotope is a global leader in glycobiology and is developing new and proprietary biopharmaceuticals with optimised and fully human glycosylation structures as well as highly specific antibodies against glyco-epitopes on cancer cells. In October 2015, Octapharma invested €80 million to acquire an exclusive worldwide licence to certain IP of Glycotope's recombinant technology and certain coagulation molecules, and to become a minority shareholder of Glycotope GmbH Berlin.

Sugars are important for determining the fate and properties of a protein molecule; however, because sugars are so complex their potency was neglected for a long time. Traditionally the biopharmaceutical industry worked with production systems which were not human, but when you attach non-human sugars on a human protein the result is suboptimal proteins.

We founded Glycotope 15 years ago to make a system to optimise the sugars and to make everything fully human. Our leading technology platform is the GlycoExpress production system for producing biopharmaceuticals with optimised and fully human glycosylation structures.

Octapharma is commissioning Glycotope for a series of research and development (R&D) projects which enable the technology transfer and accelerated development of certain therapeutic proteins. As well as a fully human and long-lasting product platform, Glycotope will offer process development and GMP production for clinical development. Glycotope currently employs 200 people and we need to expand our R&D force to meet the ambitious goals of Octapharma.

With the GlycoExpress platform, Octapharma aims to further improve the development of coagulation molecules with fully human post translational modifications specifically optimised for full functionality and lower immunogenic potential. This is the beginning of what we are convinced will be a strong collaborative endeavour.

"With the GlycoExpress platform, Octapharma aims to further improve the development of coagulation molecules with fully human post translational modifications specifically optimised for full functionality and lower immunogenic potential."

ENTER THE RECOMBINANT BUSINESS SUCCESSFULLY

"Octapharma is collaborating with innovative thinkers and making intelligent investments to constantly improve our ability to positively impact the haemophilia community."

NUWIQ®

UK

1st country to launch Nuwiq®

Andy Walsh, Business Manager, Haematology, UK and Republic of Ireland

Through investments in haemophilia, Octapharma is improving services and bringing new levels of understanding to clinicians and patients. The NuProtect PUP study is a fabulous example of an innovative and insightful concept that will deliver real clinical and scientific value. Recruiting patients into PUP studies is often difficult and is mainly seen as a commercial and regulatory need with little benefit to patients. What we have done is created a study that will deliver tangible value to the haemophilia community by improving our understanding of how PUPs could be managed. These are patients who have never been exposed to FVIII and are at the highest risk of developing inhibitors, which is one of the greatest challenges for clinicians and patients. With the investment in the NuProtect study and the scientific sub-studies, Octapharma aims to improve scientific understanding of the complex issues around inhibitor formation and this will hopefully help us predict how specific patients will respond to treatment.

The NuPreviq personalised prophylaxis service represents another significant investment. This service allows clinicians and patients to undertake complex PK profiling in order to tailor treatment to the specific needs of each and every patient who uses the service. This will directly impact the quality of patients' lives and it shows Octapharma is at the forefront of addressing the current needs of the haemophilia community.

Octapharma is collaborating with innovative thinkers and making intelligent investments to constantly improve our ability to positively impact the haemophilia community. It's great to see us working to bridge the gaps between scientific understanding and the clinical issues that affect the daily lives of patients. The greatest investment any company can make is to create time to listen directly to the needs of clinicians and patients and then act to address them. That is what we are doing and it seems to be working.

Scientist performs bioassay to analyse the bioactivity of a purified recombinant protein

MAKING A DIFFERENCE

PROFESSOR JOHN PASI
Professor of Haemostasis and Thrombosis, Barts and The London School of Medicine and Dentistry

"Knowing the PK data for each individual provides a key to unlock optimal personalised care."

All patients are individuals and we can do so much more for them if we think about them as such. Everybody is different so each person's optimal care is going to be different. Just as diabetes is not treated with a one-size-fits-all approach, we are now beginning to understand that prophylaxis treatment should be individually tailored. An injection of FVIII only lasts in the circulation a certain length of time. At the moment we assume this half-life is 12 hours or so, an average figure derived from the whole population of patients. But not everyone is "average". If you happen to be someone whose FVIII lasts longer than average it might be you are currently being treated with too much factor more frequently than needed. Conversely, if you have a shorter than average half-life and are on average prophylaxis, that probably isn't enough and could explain why you are still having bleeding issues. Knowing a patient's true half-life you can work out the dose that is best for them, not just a best guess based on the hypothetical average person. Knowing the PK data for each individual provides a key to unlock optimal personalised care.

Asking the patient what they would most like to improve about their treatment is vital. If they are worried about bleeds, or if they want to improve convenience by having fewer injections, let's see what we can do using their PK data. By having these conversations and using their own PK data we are now able to tailor treatment more effectively to the individual. Education will be key because this is a whole shift in thinking in how we provide FVIII treatment.

Octapharma is making investments in personalised prophylaxis studies to enhance our knowledge and help us optimise costs and reduce risk of bleeding. These long-term investments are essential for developing new models of care that will enhance quality of life by tailoring treatment to individual patient needs. Our mantra should be "the best treatment for the individual".

One patient was on a vast amount of treatment every alternate day because he was experiencing recurring joint pains. He was convinced he was getting breakthrough bleeding. In the NuPreviq trial we demonstrated that his half-life was notably longer than average and, to our surprise, his trough FVIII level could be maintained with less treatment given less frequently. With this reliable PK data, we were able to reassure him that his factor level was always sufficient to prevent bleeding. After that he began to appreciate that if he had pain it was not bleeding but must be arthritis. Now being treated for his arthritis, he is in less pain on less frequent FVIII infusions and using less treatment. Understanding his PK and personalising treatment has made a huge difference to this man's life.

Increase plasma availability

"The more plasma we collect, the more patients will benefit from the products that Octapharma AG produces. To me, that's the real difference we can make."

NEW CENTRES

$100m USD
to be invested over 4 years

LAB PROJECT TOTAL

$44m USD

2015 LAB/STORAGE FACILITY

$7.5m USD

Overview

Octapharma's raw material is produced by the perfect bioreactor developed over millions of years of evolution: the human body. We collect most of our plasma from Octapharma-owned plasma donation centres in Europe and the US. To fulfil increasing global demand for our lifesaving products, we are investing in sourcing the greater volumes of plasma required to satisfy patient needs worldwide.

Barry Pomeroy, Vice President Finance, Octapharma Plasma Inc., Charlotte, NC

It is an exciting and challenging time to work at OPI. We have recently completed the construction and start-up of a $44 million lab/plasma storage/corporate office facility that has a two-year payback once FDA approval is received. We have been tasked with doubling our plasma output by 2019. The total investment to support this growth will be nearly $100 million.

Making a difference in Finance is two-fold: to make sure we spend these capex dollars cost effectively and then to assist the new centre leadership teams in managing their business because each of these plasma centres is a business in itself and is performance measured as such. This performance culture that runs throughout our entire global organisation has been and will continue to be one of the big contributors to our success.

To help assure that OPI meets its performance goals, it has started the Octapharma Leadership Academy (OLA). Through this internally developed academy, OPI will be able to deliver both leadership and functional training to enhance the competencies of the centre management of the future. Having highly capable managers to fill the open positions created by our growth will be key to our success.

Growth means more plasma, and the more plasma we collect, the more patients will benefit from the products that Octapharma AG produces. To me, that's the real difference we can make.

Find out more about OLA pp18–19

2015 NEW CENTRES

$12m USD

DOUBLE DONOR CENTRES OVER

4 years

Kathiejo (KJ) Kephart, Donor Centre Director, Council Bluffs, Iowa

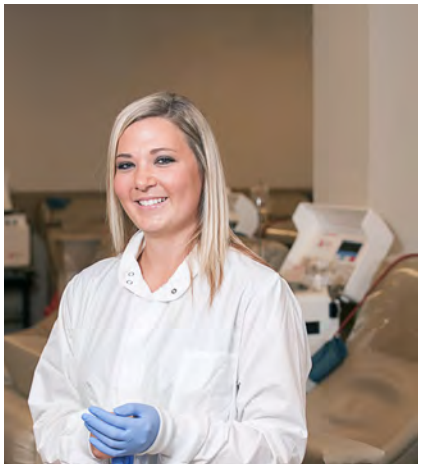
I first came to the centre as a donor while I was at nursing school. In 2010, I got a job as a physician substitute in the same centre. I learned so much and found myself wanting to learn other parts of the business. I could almost sense the opportunities for advancement. I asked for more responsibilities and had a very supportive centre director who got me involved in extra projects. A position came up in the South Omaha centre so I trained there to be an assistant manager and found the experience really broadened my horizons.

After going through the original leadership academy myself, I became a member of the project committee of the OLA. Knowing that the company needs strong next generation leaders to run our expanding fleet of centres, we devised a program with two blocks, block 1 for people fresh out of college to learn all aspects of the plasma business, and block 2 for people with experience who will learn more management and quality functions. In the original program people grew up in a centre and the only way they knew how to manage was the way they had been managed. We understood that it would be valuable to give people the opportunity to go to different centres and see the different cultures and donor bases and so the new program has training at two different centres.

In the old program there was a division between operations staff and quality. The new program gives the trainee both perspectives. If you have a quality background you will get insights into the HR side that you had never been exposed to, and if you have an operations background you will get exposure to the quality activities. This produces more well-rounded individuals who are well prepared for leadership.

The plasma that we collect is used to make lifesaving products and the people in the centres are the ones responsible for making sure that our donors are safe and happy. It's all about hiring the right people and giving them the right training and I am really glad that I got to contribute to the development of the new program.

"I first came to the centre as a donor while I was at nursing school. In 2010, I got a job as a physician substitute in the same centre. I learned so much and found myself wanting to learn other parts of the business."



"The continued investment in developing our people is going to be key in the coming years as we grow."

2016

80

OLA trainees will be hired

Claremont Moyo, Regional Director Operations, Fort Worth, Texas

In this fast-paced environment you interact with many people from different walks of life and there is never a dull moment; that's probably why I have worked in the plasma industry for more than 10 years. In April 2013, I joined the original OLA program. The program was designed for the needs of the business at the time which was to maximise the existing fleet of centres and therefore had a focus on operational management development and only a very brief overview of the quality assurance role.

After I graduated from the original program in 2013 I became an assistant manager at the Richmond, Virginia centre and soon after became a centre director in Fort Worth, Texas. In April 2015, I was promoted to regional director operations and my role is to help the five centres meet their goals from an operations and quality standpoint and give them the tools and development they need.

The new OLA has been designed in the context of the growth of our fleet so quality assurance is now a main focus. Whether you are quality or operations, having a day-to-day knowledge of the roles of both sides means you can always tap into that knowledge and make your counterpart's day a little easier.

In this period of expansion we will see individuals taking on roles more quickly than they might have done in the past. By investing in people and giving them the experience and resources to function in leadership positions, Octapharma is equipping employees with a working knowledge of everything they need to know in their role and therefore empowering them to excel in their careers. With the new OLA we are developing more well-rounded and adaptable personnel. The continued investment in developing our people is going to be key in the coming years as we grow.

Increase plasma throughput

GREEN BELT TRAINING

Since the operational excellence program was launched in 2014, more than 60 people have received green belt training. The green belts are trained in Lean and Six Sigma and once trained, have the responsibility together with the Site Champion and the management to identify projects/topics to reduce cost and optimise processes within their areas. With the support from the corporate group and the site responsible the green belts manage, implement and control the improvements identified during the kaizen (Japanese meaning "change for better") events. During 2015 various important topics were identified and implemented. The goal is to have a green belt trained in every department on all production sites and in other key areas related to production such as the PMO, API Production, Quality and Supply Chain.

PROGRAM 2019

€400m

over 5 years

Overview

To satisfy growing global demand for plasma products, Octapharma has set ambitious growth targets to be reached by 2019. To harmonise efforts, the management board launched Program 2019, a development program with the aim of doubling production capacity while significantly increasing the overall efficiency of manufacturing operations. The total investment of the program is €400 million over five years.

ESTIMATED OVERALL SAVINGS IDENTIFIED IN 2015

€12m

Marc Rechsteiner, Senior Director Operational Excellence, Lachen

The vision of corporate operational excellence is to eliminate waste, boost innovation, enhance sustainability and optimise costs. Operational excellence teaches us that it is possible to change the way we work today to open up new possibilities for the future. In the context of the significant planned growth, Octapharma is investing now in our processes with the goal of developing a more process-driven organisation.

Our operational excellence program has now been implemented at all European production sites. In the corporate group there are two full-time employees dedicated to operational excellence with support from corporate finance for savings reporting. On the local level, all five European manufacturing sites now have a dedicated Site Champion to lead the local organisations on Lean and Six Sigma topics and projects as well as a Lean controller. In 2015, Octapharma completed phase 1 operational excellence implementation with the establishment of site champions, introduction of pulse meetings, and green belt training. Investing in operational excellence not only saves money but importantly transforms attitudes. By embracing the operational excellence mind-set we will be able to utilise Octapharma's resources in better ways and reinvest the savings made in other areas which will empower us to achieve even more in this time of expansion.

"By embracing the operational excellence mind-set we will be able to utilise Octapharma's resources in better ways and reinvest savings."

SITE CHAMPIONS

5

PROGRAM 2019

15

projects finalised in 2015

Daily Pulse meetings

The foundation of our operational excellence program is the Pulse meeting system which has been implemented at all European production sites over 2015. The Pulse meeting system is based on the principle of open and direct communication, allowing information to be shared quickly with all levels within production. It allows us to identify issues coming from different teams and departments, and allows quick and effective decisions in support functions such as supply chain, quality and maintenance. Investing each day in Pulse meetings has made a difference already, such as reducing the release time of batches in Lingolsheim and optimising and prioritising the maintenance work in Stockholm.

Project Management Office (PMO)

The corporate PMO provides a structure to actively support the development of Octapharma's production and is focused on the business goals of improving efficiency and increasing capacity. The PMO has a total overview of the 35 active projects within Program 2019 and oversees 14 of them. On each site there is a team of local PMOs, which transfer the XLPM method to the local organisation. The PMO is also developing a pool of project managers who on a corporate level support local project managers, conduct corporate projects and are responsible for knowledge management and troubleshooting.

"Program 2019 is preparing the production of the future and the future daily business of Octapharma."

PRODUCTION CAPACITY

100%

increase

Jakob Karner, Head of corporate PMO, Vienna

Program 2019 is preparing the production of the future and the future daily business of Octapharma. We are living in a production-first environment so one of the big challenges for us is to show the value and why it is important to invest now in these projects which are not about routine production. Business cases must show the impact on efficiency, throughput and savings. We provide guidance to the project managers on calculating the return on investment and promote a benefit-oriented project management style. Measuring the difference is a key activity and we must demonstrate the benefits and value of investments. Additionally, it is clear to us that little impact on routine production has to be guaranteed, especially when it comes to shared resources, but this is sometimes challenging.

XLPM is a global process-oriented project management model. The tollgate decision process means we now have transparent, fact-based and objective decisions, rather than relying on a subjective judgement of a single person. We show senior management the project status and ask for approval to move on to the next phase before investments are made. In this way we reinforce good planning and visualise the residual risk for those investments. When we started with XLPM we began to develop an overview of what each site is doing and what is happening on a corporate level.

Octapharma's corporate structure is complex so now that we have this overview and this new way of thinking, we have a clear communication structure, more interfaces and can see things that otherwise would not be seen. For example, we will generate approximately €1 million savings annually by transferring a concept used in another site to Springe. With limited resources on site, the corporate PMO will conduct project planning and run the project up to the end of the basic design phase, then it will either be handed over to the local organisation or finalised by the corporate PMO.

In the past sometimes investments were made then discovered not to fit perfectly. It is easy to make corrections at the beginning of a project when you have low investment but the further you are in the project, the more expensive changes become. By facilitating good decisions in the early stages of projects we can help save money and time by the end.

Yulia Petrenko, Senior Director Corporate Business Planning, Vienna

Program 2019 brings transparency to what we are doing across the organisation. Our role in corporate business planning is to translate the strategic goals and vision of where Octapharma wants to be in five years to structured plans of how we get there in a sustainable and reliable way. Our daily activities include inventory management, management of allocations of products to the markets, demand management and reporting. Corporate business planning acts as a consultant providing Program 2019 strategic management with the information they need to make decisions.

We are investing in the structures and systems to support the significant growth plans of Octapharma. For example, in order to reach the production volumes we need, we must determine a plan to increase capacity and identify in which plants to increase capacity first. We are developing new software which allows us to move from manual calculations to sophisticated capacity planning systems. We model the capacity at each of the manufacturing sites and give input based on the demand data. We simulate production planning on a long-term basis to see what will make sense in the context of the capacity increases over the next five years.

The only way we can cope with the huge production volumes of the future is by having a process approach across all our activities and by standardising processes. It is about being less reactive and more process and data driven. Octapharma is investing in systems and processes to realise our strategic business objectives.

"Octapharma is investing in systems and processes to realise our strategic business objectives."

"In 2015, we achieved transport savings of 10% of total costs. Another example is the local procurement team effort which contributes to reduced costs for operational spend by 2%."

STRATEGIC SUPPLIERS BY 2016

100

Frédérique Martinez, Head of Corporate Procurement, Vienna

In light of the huge investments Octapharma is making to fulfil the strategic goal of doubling revenue, our role is to support and enable the targets of Octapharma by promoting the principles of best value, boosting purchasing performance, improving the sourcing of key production materials to guarantee business continuation and consolidating partnerships at group level. We are also investing in people, by expanding our team with three new corporate buyers at group level.

My role is to define the corporate procurement strategy in accordance with the strategy of the group and to set up goals that must be taken into account by six local procurement teams (four production units, Heidelberg and Dessau) for production materials, energy, maintenance, consultancies, transport and investments in equipment.

To double production capacity we have to make sure that we have the right strategic sourcing partners in place for production material. Today at the group level we work with 80 strategic suppliers. It is essential that we reinforce these partnerships in this time of growth, as well as create new partnerships which will increase the figure to 100 strategic suppliers in 2016.

For Octapharma to meet its profitability objectives, cost control must remain our priority. We optimise savings to improve the profitability of Octapharma. It is not only about saving money but also optimising processes. One example of savings with an immediate effect is transport: in 2015, we achieved transport savings of 10% of total costs. Another example is the local procurement team effort which contributes to reduced costs for operational spend by 2%. In our quest to reduce costs, quality is never compromised.

Octapharma Biopharmaceutical scientists

Global market access with increased product portfolio

TOTAL INVESTMENT IN R&D

€127.5m

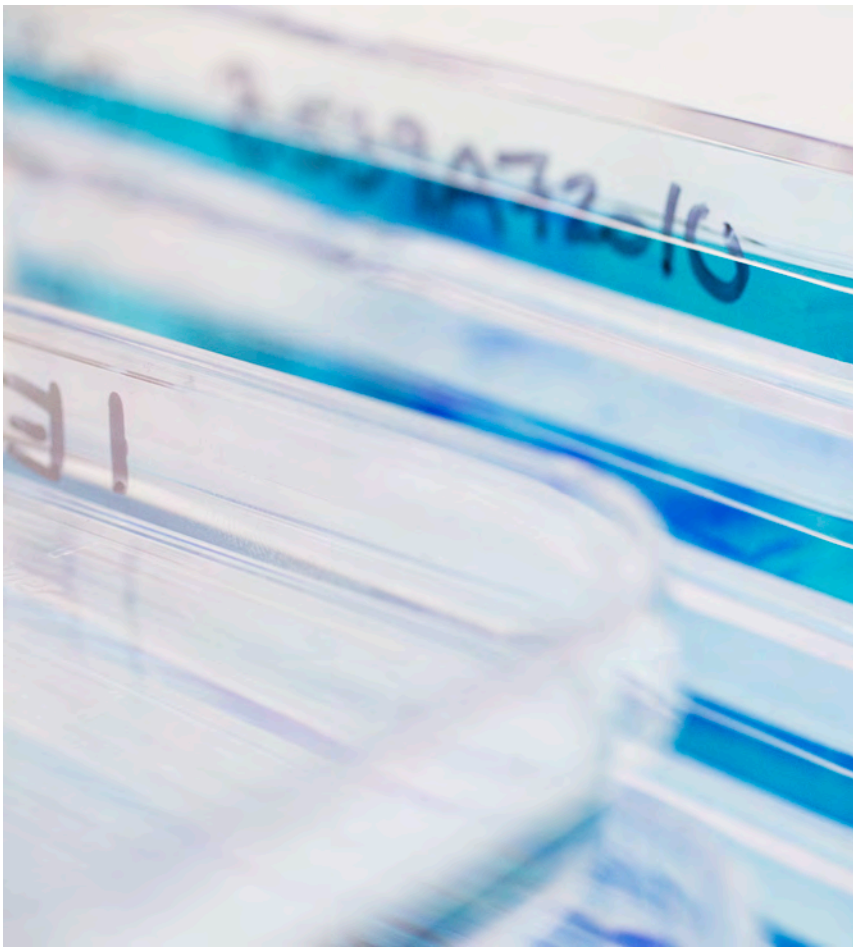
in 2015

INNOVATION

5 R&D

sites in Europe

Scientist operating a bioreactor which is the down-scale model of a recombinant product production process



Overview

Understanding the fragility and value of life, Octapharma's quest since 1983 has been to improve treatment and empower patients to live the life they want to live. The daily source of energy for Octapharma's R&D scientists is their mission to improve patients' lives and health. Octapharma invests in research to advance existing products as well as investigating new therapeutic uses of human protein products derived from human blood plasma and human cell lines.

GLOBAL MARKET ACCESS WITH INCREASED PRODUCT PORTFOLIO

"As a company our ultimate aim is to supply products to the market to meet patient needs globally."

NEW EQUIPMENT

€10.5m

Eric Penn, Plant Manager, Lingolsheim

As a company our ultimate aim is to supply products to the market to meet patient needs globally. Octapharma has a strong and growing portfolio of products. When Lingolsheim was chosen to produce the new immunoglobulin product panzyga® it was both a privilege and a great responsibility for us. Panzyga® has been a significant investment from a pure manufacturing point of view. The challenge was to integrate panzyga® in our routine manufacturing activities by introducing new rooms, new equipment and new practices.

Find out more about panzyga® p43

As part of our continuous improvement plan, panzyga® was a great motivator to change our way of thinking, acting and managing big strategic projects. This was the case both locally and corporate wise throughout the Group.

Lingolsheim works in parallel and in collaboration with the other sites on Program 2019. From Lingolsheim's perspective the first most visible challenge will be the increase of our fractionation capacity by 80%. This capacity expansion project from design phase through to completion is managed through XLPM. In the context of Program 2019 and the increase in global capacity we now have a clearer vision of market needs and our site master plan will help us to meet these demands.

"The panzyga® approvals will be a significant milestone in the development of the Lingolsheim production site and will mark a new chapter for us in our human adventure."

SITE PRODUCTION

80%

overall increase by 2017

Fanny Chauvel, General Manager, Lingolsheim

The decision made in 2011 to invest in Lingolsheim for the industrialisation of panzyga® meant a lot to us on site. It was the first time we faced such a huge project affecting all employees and representing very high stakes for the group. The most important investment was in human aspects as the project involved changing habits and ways of working, harmonising practices and finding better efficiencies in our processes. We are instigating a change in mentality and behaviour while integrating GMP requirements at all levels.

The panzyga® project has brought together people throughout Octapharma, allowing us to build even stronger relationships internally and also with corporate colleagues. Today we are working to increase our global performance and to justify the decision to invest in Lingolsheim. We are determined to grow into a competitive site even in this sensitive industrialisation phase of launching a new product. Several other ongoing projects will allow us to increase our production capacities and give the necessary flexibility and opportunities to welcome additional new products in the future.

The panzyga® approvals will be a significant milestone in the development of the Lingolsheim production site and will mark a new chapter for us in our human adventure.

Process control in panzyga® production

"Since the launch of Program 2019 there is a sense that we are all in one boat going in the same direction."

Find out more about Program 2019 p21

Find out more about XLPM p23

Michael Weiser, Project Manager, Vienna

In 2011, I took over the technology transfer (TT) of panzyga® from the pilot plant in Vienna to the Lingolsheim site where it will be produced commercially. The investment into the development of panzyga® means that Octapharma will have two high quality IVIGs in their immunotherapy portfolio. The panzyga® process is not owned by the clinical department, or R&D, or the pilot plant team; the process belongs to the people in Lingolsheim.

Today one of the big projects I am working on is the TT of a new subcutaneous preparation from Stockholm to Vienna. Since the launch of Program 2019 there is a sense that we are all in one boat going in the same direction. If you are responsible for a project within Program 2019 you know you are part of something larger and this empowers you to exchange knowledge and ideas with your colleagues and discuss shared challenges. With the introduction of XLPM we now have a common project management language which gives us more structure and greater control.

With harmonisation and new platforms for communication we are growing into an even stronger company well prepared for future expansion.

Daily operations in panzyga® production

"Our ability to make a difference for patients is driven by our commitment to listen first, listen second and then act upon needs at the ground level."

NUWIQ®

FDA

approved in 2015

Carl Trenz, Director, Therapy Development, Octapharma USA, Hoboken, New Jersey

Octapharma continues to invest significantly in the US as we develop and strengthen our impact within the bleeding disorders community. Octapharma is in a special position with a strong 33 year heritage globally. In the US our developing relationship with the bleeding disorders community moves into its sixth year in 2016. As we move ahead, a comprehensive approach toward market development for Nuwiq® and wilate® continues with a unified team comprising US Haematology Clinical R&D, Medical Affairs and the US Sales and Marketing team. Our important mission centres on providing medical professionals with relevant and insightful science and clinical data. This will ultimately demonstrate the differences which Octapharma's products and services can bring in the management of haemophilia and von Willebrand disease.

In addition to the approval of Nuwiq® in the US in September 2015, wilate® was approved in the US for the perioperative management of bleeding in patients with von Willebrand disease based on outstanding results from the WIL-24 study.

Our ability to make a difference for patients is driven by our commitment to listen first, listen second and then act upon needs at the ground level. We have built a dedicated and respected professional coagulation sales team who are the face of Octapharma on a daily basis. We realise that our mission to serve the bleeding disorders community relies upon generating support from a diversified channel that includes haemophilia treatment centre haematologists, nurses, pharmacists, specialty pharmacy providers and patient organisations.

As Octapharma continues to invest in the US, our priority is on a focused and tailored approach modelled through our support of symposia at key medical congresses and patient education and support programs for the National Hemophilia Foundation and Hemophilia Federation of America. These concentrated efforts have placed us in a strong position for success while strengthening our foundation in the years ahead as we seek to improve the lives of patients.

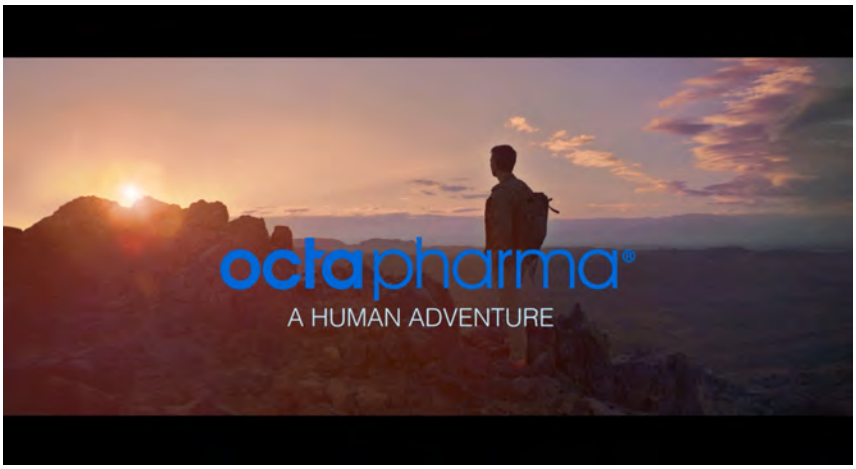
Talented employees and open communication

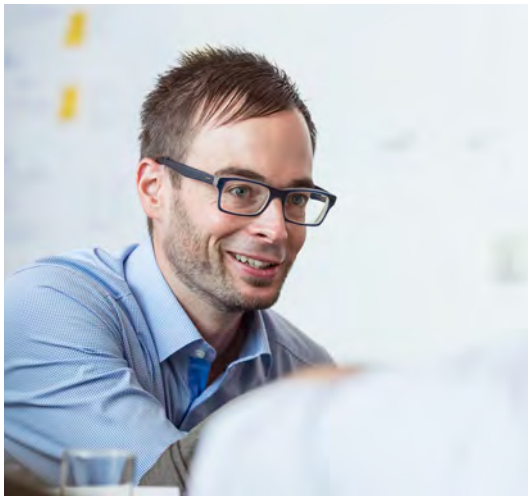
HUMAN ADVENTURE FILM

The film "Octapharma: a human adventure" was released in September 2015. The storyline follows a patient who is empowered by Octapharma to confront nature and take control of his life and his destiny as he embarks on an epic adventure. The film, produced by Corporate Brand Management, allows Octapharma to tell its story in an engaging and consistent way and by making it accessible to audiences in nine languages (Arabic, Brazilian, English, French, German, Italian, Portuguese, Russian and Spanish) it can be used even farther and wider. The emotive film is being used in a variety of settings to communicate to a wide range of stakeholders: internally during training/ induction, on websites, in donor centres, during congresses, and in discussions with suppliers and customers. Wolfgang Marguerre said: "This film embodies beautifully not only what we do but why we do it. It makes me proud to see the story of Octapharma told in such a compelling way."

FILM

9
languages





Overview

When we invest in our people we invest in strengthening our greatest asset. Octapharma believes in creating a challenging and rewarding environment in which our talented employees can develop. As a growing company there are many opportunities for career progression and there is a strong emphasis on promoting talent from within, and in order to grow we must attract the best talent to join Octapharma. As part of our strategies for proud and talented employees in a healthy organisation and open and transparent communication, we are creating new communication channels to empower employees and enhance employee engagement.

NEW INTRANET

€90k

Rob Bateman, Application Manager – Office Applications, Lachen

Technology has always been my passion even if it wasn't always my job. My journey with Octapharma began in the UK office where I was the Supply Chain Manager for five years. Octapharma is not as regimented as some big pharma companies so there is space for evolution. If you have a passion you are given the freedom to explore it; that's the Octapharma way. I was given room to grow and gradually took on more IT responsibilities; something that I had always seen as a hobby was being taken seriously. In April 2014 I moved to Switzerland to take on a newly created corporate role to develop and implement strategy for our online Microsoft SharePoint environments.

Over 2015, working in collaboration with Corporate Brand Management, we developed a new version of our intranet: Octanet. The concept is that three spheres of work life are for the first time integrated on one screen; global, local and personalised content. The transformed Octanet opens up new channels of communication and the possibility to be part of online communities where people from all over the world can connect and collaborate in real time. It was important for us to develop a responsive design so that Octanet is accessible on mobile devices, allowing employees to tap into the Octapharma network on the move.

Our greatest innovators could be lying dormant with a head full of great ideas but they don't know how to connect to the right people. How do you get in touch with a specialist you don't know exists, or take part in a group conversation that you don't know is happening? Our objective is to dissolve boundaries, connect people and make employees' work lives easier and richer.

In IT we are always developing new ways in which we can make communication better for employees by giving them access to the best tools and technology. Ours is a never ending road to perfection. You may invest in one area when suddenly a game-changer happens. The things that used to be science fiction are now considered normal; today we are all carrying little supercomputers around in our pockets. In IT we have to have vision in order to be a leading company, not just one that is keeping up. We have to keep our eyes on the horizon. In this significant phase of growth we are investing in global systems to enhance communication globally and it's an incredibly exciting time to be part of the journey.

"If you have a passion you are given the freedom to explore it; that's the Octapharma way."

Yin Chan, HRMS Manager, Lachen

Taking the decision in 2014 to invest in a global HRMS was very timely considering Octapharma's size and growth plans. Before introducing the system, most subsidiaries were using Excel spreadsheets and emails to manage HR business information. Investing in the digitalisation of our entire HR landscape will bring strategic value to our business. The first phase of the project was focused on the production facilities because that's where we have the largest employee populations and therefore the greatest need for streamlined, automated processes and data collection.

It has been quite a challenge to achieve global alignment on HR processes and procedures across five countries since each country and facility has local requirements, but the HR project teams worked collaboratively to harmonise everything we could. Additionally, employees from IT, Finance and Quality contributed to the project and many managers from each location tested the system prior to 'go live'. As with all system implementations, this one has not been without controversy and compromise, but overall I am very pleased with the outcome so far and feedback from users has been very positive.

Once it is fully implemented, octaHR will enable us to measure and analyse our HR programs and initiatives to ensure that we can recruit and retain the talented employees required to meet our strategic growth goals.

"Investing in the digitalisation of our entire HR landscape will bring strategic value to our business."

MAKING A DIFFERENCE

OctaHR

In 2014, the shareholders approved an investment of approximately €2 million to launch a global human resource management system (HRMS), known as octaHR. In 2015, a pilot version of octaHR was implemented in corporate headquarters in Lachen and in Lingolsheim. OctaHR went live in Springe, Stockholm, Vienna and Heidelberg on June 1, 2015. Phase II, currently under way, includes the implementation of octaHR at the large sales and marketing subsidiaries and the European plasma centres. In 2016, the investment continues with the implementation of Onboarding and Performance Management. In 2017, Talent Management will be implemented followed by the Learning Management System. Ultimately, when all the octaHR modules are in place, Octapharma will have a robust HR system that will enable us to hire and retain talented employees; increase employee engagement and satisfaction; and guide employees to potential career paths while providing essential HR information to managers and the Board.

THE DIFFERENCE:

- **Improve employer brand**
- **Create a recruiting portal to enhance the candidate application experience while giving hiring managers instant access to candidate profiles**
- **Maintain an employee database providing critical information to employees and managers at the touch of a button**
- **Automate the Performance Management process from corporate goal setting to the annual review process and succession planning**
- **Provide a systematic approach to compensation planning and budgeting to ensure we maintain our competitive position**
- **Implement a Global Learning Management System to automate training requirements for GxP, local and global training programs**

THE INVESTMENT:

TOTAL PROJECT	2015
€2m approx.	>€500k

TALENT POOL

€200k
annually

CORPORATE TRAINEE PROGRAM

18
months

Find out more about our Corporate Trainee Program pp37–39

Talent Pool Program

The Talent Pool Program is an international corporate training program aimed at developing high potential individuals within Octapharma. The program consists of five training modules on the critical business topics of leadership, communication, cultural diversity, sales and marketing, finance, innovation and creativity. The modules took place in Hannover in April, Portugal in June, Stockholm in September and Vienna in November. During the program participants visit production plants and meet colleagues in various sites, contributing to a greater holistic understanding of Octapharma, as well as work on special assignments chosen from a list of topics proposed by Octapharma senior management and Board members. Talent Pool is an investment in the Octapharma leaders of the future.

Corporate Trainee Program

Octapharma has a strong history of promotion from within and a variety of training and development opportunities for current employees. The Corporate Trainee Program is designed to attract highly talented and motivated individuals to join the Octapharma family. The Production & Engineering track offers in-depth training and hands-on experience in all aspects of protein-based pharmaceutical production. Finance & Marketing focuses on in-depth training in finance, human resources, IT, sales and marketing. The first corporate trainee program was launched in 2013 and the following individuals graduated in April 2015.

First class of corporate trainee graduates:

Anton Chaika, Strategic Purchaser, Stockholm

Marie Pierre Emery, Production Engineer, Lingolsheim

Steffen Endress, Research Associate R&D Analytics, Heidelberg

Steven Abou Haidar, Production Engineer, Lingolsheim

Stefan Karner, Project Manager, Vienna

Wangko Lundström, Head of Analytics 1, Stockholm

Alexandra Marten, Project Manager, Vienna

Tanja Miesbauer, Communication Specialist, Vienna

Andrea Pankrath, GMP Officer, Springe

Stephan Radner, Project Manager IBU, Vienna

Susanne Schön, International Junior Product Manager Immunotherapy, Lachen

Emelie Szabo, Junior Product Manager Immunotherapy, Stockholm

GRADUATES

12
corporate trainees graduated in 2015

TALENT POOL

24
Talent Pool participants

Meet some of the 2015 graduates

Steffen Endress, Research Associate R&D Analytics, *Biochemistry graduate from University of Tübingen*

Octapharma has put so much energy and money into the Corporate Trainee Program, which allows trainees to see the company as a whole and to work with management and manual labourer alike. The program has made me think more globally and see how all departments and sites are connected. My greatest lesson has been to realise the importance of communication. In the past each location worked more or less independently, but now with harmonisation a lot of work is saved when information is exchanged between sites. The trainee program can contribute to this because as a trainee you see opportunities for further improvement that local workers wouldn't necessarily see. I spent my first four months in Springe and only when I started to travel did I see the big picture and understand that there is no isolated problem in a single location; everything is connected. By being in the privileged position of visiting all the sites and meeting so many people, the corporate trainee can give back on Octapharma's investment by sharing knowledge and highlighting the strong links that connect us all.

We are doing very interesting scientific work in Heidelberg. Together with a nice team of colleagues, I perform analysis with regard to Nuwiq®, as well as establish new analytical methods for products in the R&D pipeline. After establishing a new method it is transferred to quality control. It is a great help for me that I worked in QA during the program because I know how the quality unit works and so can align my work with the demands of quality.

Octapharma's corporate trainee program is something really special. I would advise new trainees to make the most of this once-in-a-lifetime opportunity, because you will profit from these 18 months your whole professional career.

"The corporate trainee can give back on Octapharma's investment by sharing knowledge and highlighting the strong links that connect us all."

"The trainee program has taught us the skills needed for Octapharma and has prepared us for our positions throughout the company."

Stephan Radner, Project Manager, International Business Units, *PhD in Biochemical and Molecular Biological Neuroscience from the Medical University of Vienna*

The Corporate Trainee Program really shapes you. Through meeting so many people from different sites, I opened up and became more open-minded. It is a privilege to be able to see the many ways in which people from different cultures, backgrounds and skills come together to form the company. The trainee program involves a lot of effort for all departments because everyone sacrifices time from their daily work for the trainees and therefore contributes to the investment. I think there is a high expectation on our shoulders, and hopefully the people who supported us through the program will see the return on their investment.

In my permanent role I coordinate several teams responsible for product development of new plasma products. My role is interdisciplinary as there are various departments which are crucially involved. The program has proved to be a big advantage in this role as I better understand how the different departments work because I have, for example, worked in R&D plasma and in the production unit. It is not an exaggeration to say that without the trainee program, I would not be able to do this job. The trainee program has taught us the skills needed for Octapharma and has prepared us for our positions throughout the company. Now we are in a position to work hard to give back the investment made in us. Through the trainee program the company has invested in me and now I want to give back and make my contribution to the company.

Alexandra Marten, Project Manager, *MSc in International Business from Copenhagen Business School*

I moved from Copenhagen to Stockholm to begin Octapharma's Corporate Trainee Program, and soon after was presented with the opportunity to relocate to Vienna, which I was happy to take because it worked for me both professionally and personally. I have always been very interested in medicine and working in the pharma industry; during the trainee program I learned what a complex and fascinating business plasma fractionation is. As a trainee you experience a steep learning curve because you are given a spectrum of tasks in many functions. It has been a genuine privilege to meet so many colleagues and be exposed to so many areas of the business. I want to express my gratitude to all the managers and employees who took the time to welcome me so warmly into their working lives and who took pride in sharing their experience and knowledge. The people and the network are what makes this program so great and these have proved invaluable in my new role working for the corporate PMO.

Find out more about green belt training p21

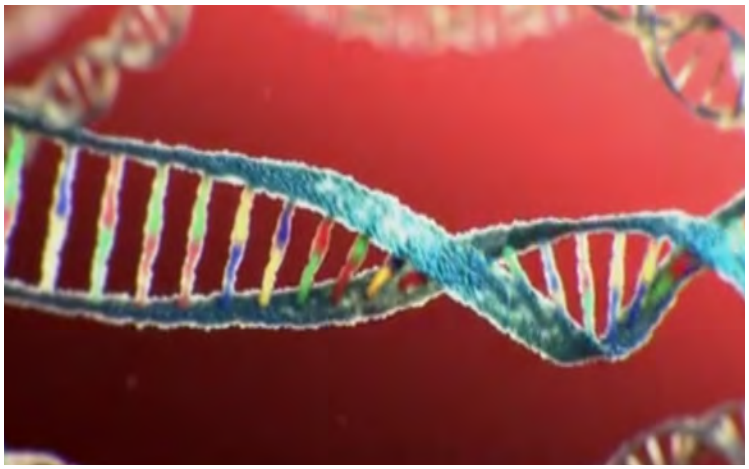
Find out more about XLPM and the corporate PMO p23

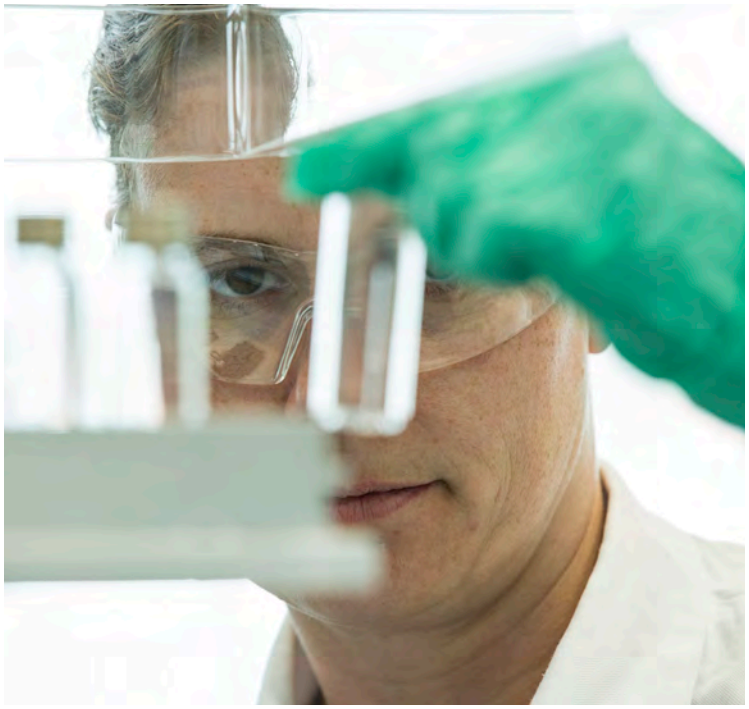
In my role I am responsible for leading a multi-site Program 2019 project, as well as supporting the implementation of the XLPM methodology and further developing our PMO SharePoint platform. I am a strong believer in lifelong learning and I feel like as if I am in the right place to learn; for example, I am training to become a qualified green belt practitioner as part of the operational excellence initiative.

Our work is future-oriented and the shareholders are investing to realise their long-term vision. It is a really exciting time to be a part of a company going through such growth. If you have a good idea and are willing to work for it, you can really make an impact. The projects we are working on, such as capacity expansion, bring to life the concept of investing to make a difference. I am looking forward to progressing with our Program 2019 projects and seeing the things we are building today contributing to the future success of the company.

"I am looking forward to progressing with our Program 2019 projects and seeing the things we are building today contributing to the future success of the company."

Haematology
A year of achievement





Find out more about IBU Haematology p12

Overview

The Octapharma haematology portfolio includes plasma-derived (octanate®, wilate® and octanine® F) and recombinant (Nuwiq®) products which offer a variety of solutions for patients with bleeding disorders due to deficiencies in clotting factors.

We continue to strengthen our global position through a focus on human proteins that offer a "closer-to-nature" solution. We aim to ensure lifelong safety for patients through products that offer excellent efficacy in the control of bleeding and which address the needs of patients, providing convenience and flexibility.

The year in focus

2015 has been a successful year for IBU Haematology, exemplified by the launch of Nuwiq® in many countries and regulatory approval in others. New indications for existing products – such as wilate® for perioperative management of bleeding – have further expanded the offering provided by Octapharma in the field of haematology.

IBU Haematology continues to invest in understanding and addressing the needs of patients with bleeding disorders. We actively engage with the scientific and medical community to better understand the needs of patients, and to share experience and knowledge. We have sponsored a number of scientific symposia and supported educational initiatives at both international and local levels. In addition, this year has seen a high number of peer-reviewed publications in highly acclaimed international journals reporting the results of clinical trials with our haematology products.

Octapharma is committed to investing into the safe and optimal use of human proteins for the bleeding disorders community. Through our products and our clinical development programs, we aim to change the paradigm of inhibitor management – the major unmet need in haematology today.

Recognising that each individual patient is unique, Octapharma is developing personalised prophylaxis programs for Nuwiq® (NuPreviq) and octanine® F (ProNINE), addressing the needs of physicians and patients for individualised, tailored dosing regimens.

CASE STUDY

COMMERCIALLY AVAILABLE IN
14
countries

STUDIES IN THE GLOBAL CLINICAL TRIAL PROGRAM
11

Nuwiq.®

- The first new generation recombinant FVIII expressed in a human cell line, without chemical modification or fusion to any other protein[1, 2, 3, 4, 5]
- Contains only human glycan epitopes[2]
- High VWF-binding affinity[2,6]
- Proven protection from bleeding in adults and children with haemophilia A[7,8]
- Easy administration, dosing and monitoring[9]
- Approved in the US, EU, Canada and Australia

NuPreviq.

NuProtect.

Find out more about NuPreviq & NuProtect pp14–15

Nuwiq® is a new generation recombinant factor VIII (rFVIII) expressed in a human cell line. Nuwiq® is not chemically modified or fused with any other protein. It has been successfully launched in various markets throughout 2015, with further launches planned for 2016, including in the US and Canada.

In completed studies to date with Nuwiq®, there were no reports of FVIII inhibitors and no treatment-related serious or severe adverse events in more than 200 previously treated patients (PTPs).

An ongoing study in previously untreated patients (PUPs), NuProtect, is now investigating the rate of inhibitor development in patients treated with Nuwiq®. The NuProtect study also includes scientific sub-studies that aim to identify predictive markers of inhibitor development in PUPs.

Understanding that no two patients are the same, IBU Haematology has developed a personalised prophylaxis program, NuPreviq, for patients with haemophilia A. Based on the clinically validated personalised prophylaxis study GENA-21, NuPreviq allows patients and physicians to adapt the dose and the frequency of Nuwiq® administration according to the individual's clinical status, needs and preferences, ensuring the highest possible quality of life for these patients.

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9. Nuwiq® Summary of Product Characteristics (SmPC), date of last revision: 22 July, 2014.

Immunotherapy
A year of building for future success

Top:
Production tanks in purification area

Bottom:
Technician, panzyga® production area

Overview

In 2015, while Octapharma's established brands gammanorm® and octagam® continued to grow strongly, the foundation for future success was laid down by defining and significantly advancing the immunotherapy pipeline. In the beginning of 2015, the Board endorsed an ambitious portfolio strategy aligned to the future needs of key customers in the immunotherapy space.

The future immunotherapy portfolio will offer supreme flexibility and choice for patients. Panzyga®, our new third generation intravenous immunoglobulin (IVIG) treatment, represents a cornerstone of the portfolio and will be one of the most important future growth drivers for Octapharma. As a logical extension of panzyga®, the Octapharma Board decided to initiate the development of a third generation subcutaneous immunoglobulin (SCIG) product developed to offer additional benefits for patients. Further important decisions were the approval of clinical studies in chronic inflammatory demyelinating polyneuropathy (CIDP) and another neurological indication, both representing very important future indications for the immunotherapy program.

Key milestones for 2016

In 2016, the most important milestone for the immunotherapy business unit will be the launch of panzyga®. For octagam®, there will be a series of important publications further underlining the significant value of the product and its excellent benefit to risk ratio supporting its continued success in the global marketplace. The advancement of "Octanorm", a second generation SCIG treatment, and the development of a novel formulation for its third generation SCIG together with a patient-preferred application solution, will be the key pipeline focus.

CASE STUDY

panzyga®

- **Global clinical development program successfully completed in 2014**
- **Market authorisation applications submitted in 2015**
- **First approvals expected in 2016**

Global clinical trial program

FIRST PATIENT IN:

January 2010

LAST PATIENT OUT:

July 2013

Bulgaria, Czech Republic, Germany, India, Poland, Romania, Russia, Ukraine, US

Panzyga® is a state-of-the-art third generation IVIG preparation that, while complementing octagam®, will be a key future driver of growth and a cornerstone of the immunotherapy portfolio.

The first indications for panzyga® will be the treatment of primary immunodeficiencies and idiopathic thrombocytopenica purpura.

Panzyga® will also be developed in neurology for the treatment of severe conditions such as CIDP; a study in this condition will be initiated in early 2016.

Panzyga® has also recently shown promising study results in the treatment of a defined subgroup of patients with Alzheimer's disease, another major neurological disorder of significant public interest. The IBU team will further evaluate this exciting opportunity.

Critical Care
A year of innovation

With an increasing portfolio of specific products tailored for the specialist's needs in critical care treatment, Octapharma has grown into one of the major suppliers of lifesaving plasma-derived pharmaceutical products worldwide. With albunorm®, a market-leading human serum albumin preparation, octaplex®, a balanced 4 factor prothrombin complex with physiological levels of the important protein C and S in 500 IU and 1000 IU presentations, and atenativ®, a state-of-the-art antithrombin III preparation – alongside the unique octaplasLG® – Octapharma provides a core portfolio of products with demonstrated efficacy and an impeccable safety and tolerability record.

To supply modern and improved treatment concepts for the increasing needs of early goal directed therapies in management of the bleeding patient, a state-of-the-art fibrinogen concentrate is currently under development. Clinical trials have been successfully finished with impressive outcomes in late 2015. This product will expand the therapeutic tool box for increasing demands within improved treatment regimens in critically bleeding patients.

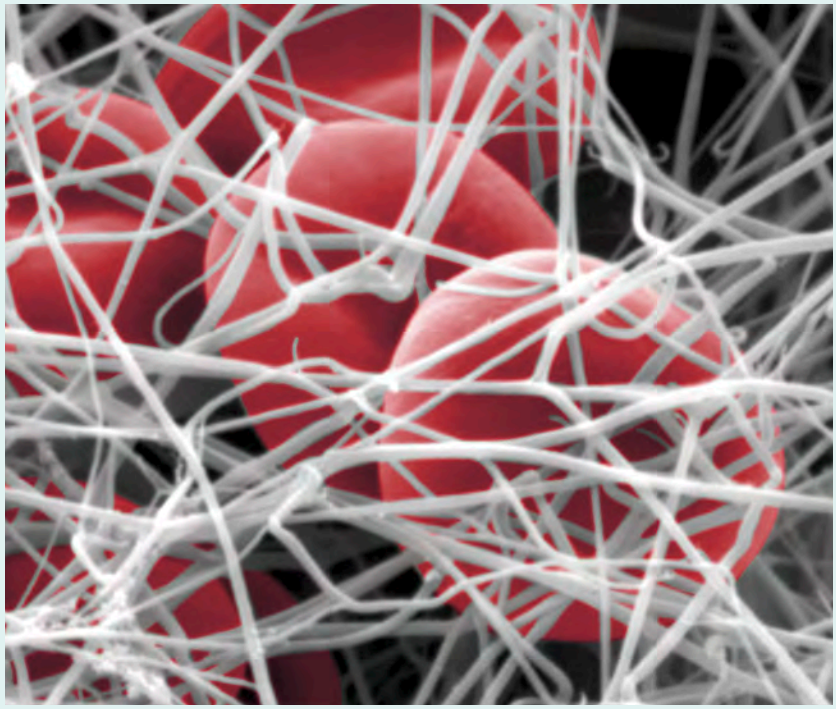
The continuous investment into the development of octaplas® introduced a proprietary ligand affinity chromatography step to the complex production process resulting in octaplasLG®. This groundbreaking technology is additionally safeguarding the product from the risk of transmitting prions responsible for variant Creutzfeld-Jakob disease. After introduction of the new octaplasLG® in major European markets, Australia, Canada, the US and Switzerland a recent approval via mutual recognition brings the product additionally to patients in all EU countries.

With a strong team of experts and a high level of personal involvement Octapharma is continuing to bring new treatments to the ones who have the most need. There are still gaps in the critical care segment to be filled, not only in terms of products but even more holistic treatment concepts and better understanding of disease states. With the experiences, individual strengths and personal commitment of our IBU Critical Care team we continuously help to improve treatment and outcomes for the critically ill.

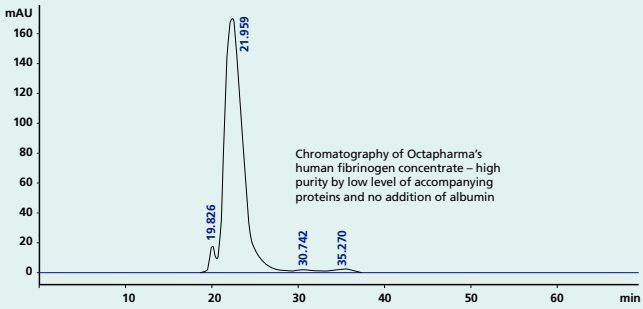
CASE STUDY

HUMAN FIBRINOGEN CONCENTRATE – EXTENDING THE OPTIONS FOR MANAGING THE BLEEDING PATIENT

- **A plasma-derived concentrate of freeze-dried human fibrinogen with virus inactivation by solvent detergent treatment and virus elimination by nanofiltration**
- **Highly purified without any added albumin**
- **Intended to be licensed first for the treatment of acute bleeding episodes in patients with congenital fibrinogen deficiency, including afibrinogenemia and hypofibrinogenemia**



Chromatography of fibrinogen concentrates



Normal pattern of fibrinogen fibers and erythrocytes in blood sample with Octapharma's fibrinogen concentrate

Hämostaseologie 2016 36 Suppl. 1: A74
PO12–11 Pharmacokinetic (PK) comparison of two fibrinogen concentrates in patients with congenital fibrinogen deficiency: final analysis Ross C., Rangarajan S., Karimi M., Schwartz B.A., Knaub S., Peyva

One of the newest additions to the Octapharma bleeding management portfolio includes a plasma-derived fibrinogen concentrate. While the clinical development of the product is currently ongoing in the rare indication of congenital fibrinogen deficiency, the initial steps have been performed successfully: in a completed pharmacokinetic study comparing Octapharma's development head-to-head with the currently most widely marketed fibrinogen concentrate, the new product showed a statistically significantly higher AUCnorm and lower clearance in afibrinogenemic patients. There have been no treatment-related serious or severe adverse events and no thromboembolic events following single-dose administration of the product.

Two ongoing clinical studies in adults and in the pediatric population with congenital fibrinogen deficiency are now investigating the efficacy of the product for on-demand treatment of acute bleeding episodes (spontaneous or after trauma) and in preventing bleeding during and after surgery. Interim results of the study in adults indicate excellent haemostatic efficacy in treatment of bleeding and surgery with no thromboembolic complications or treatment-related serious or severe adverse events.

Investigations are planned to look at the potential role of the product in the treatment of acquired fibrinogen deficiency in the future.

Our strong performance **empowers us to invest**

ROGER MÄCHLER
Chief Financial Officer

"Operating income is reported at 351 million Euro. This is the highest in the history of Octapharma. Net cash from operating activities is reported at 382 million Euro or 25% of revenue and provides the platform for our future investments."

"The equity ratio increases to 84% and underlines the commitment of our shareholders to continue investing profits into the development of the company."

REVENUE

€1.5bn

SALES GROWTH

18.2%

GROSS PROFIT

€582m

38.5% of revenue

TOTAL INVESTMENTS

>€240m

The Octapharma Group can report record results for the year 2015. Excellent performance, collaboration and cost discipline across all functions and regions, combined with a significant tailwind on the currencies, has led to this very satisfying result. Very solid cash flows support Octapharma's continuous large investments in plasma collection and plasma production as well as into the development of our future product portfolio.

Revenue for 2015 is reported at 1.513 billion Euro, which represents an increase of 233 million Euro or 18.2% compared with the 2014 figure.

Gross profit in 2015 was 582 million Euro, 140 million Euro higher than in 2014. The reported gross margin improves to 38.5%.

Operating expenses were 231 million Euro, 60 million Euro higher than in 2014, and include the significant investment Octapharma has made to gain access to new technologies for the development of our recombinant product portfolio.

Operating income is reported at 351 million Euro. This is the highest in the history of Octapharma. Net cash from operating activities is reported at 382 million Euro or 25% of revenue and provides the platform for our future investments.

Trade receivables and inventory both increased, but at a lower rate than the rate at which sales increased, as a result of careful management of these asset positions.

The investment in fixed assets was 115 million Euro in 2015. Our capacity extension and efficiency improvement program, Program 2019, is well on track. Adding the investments into research and development, in 2015 the Octapharma Group invested more than 240 million Euro into the future of the company.

The equity ratio increases to 84% and underlines the commitment of our shareholders to continue investing profits into the development of the company. Our strong financial position empowers us to invest in strengthening the organisation, allowing us to better fulfil our mission of providing our lifesaving products to more chronically ill patients around the world.

For 2016, we are expecting a slightly lower growth in revenues and a comparable profitability. The continued growth and introduction into new markets of Nuwiq® will be the main pillar for growth in 2016. Our focus will be on the completion of the next phase of Program 2019 initiatives which will provide additional plasma collection and plasma production capacities.

Investing in strong governance
It's in our blood

Foreground, from left to right: Olaf Walter, Norbert Müller, Matt Riordan Background, from left to right: Tobias Marguerre, Roger Mächler

Gerold Rempeters, Josef Weinberger

Flemming Nielsen

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Chairman & Chief Executive of the Octapharma Group

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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

NORBERT MÜLLER
Board member

FLEMMING NIELSEN
President, Octapharma USA, Inc.

GEROLD REMPETERS
Corporate Production Officer

MATT RIORDAN
Board member

ULRICH THIBAUT
Research and Development

OLAF WALTER
Board member

JOSEF WEINBERGER
Corporate Quality and Compliance Officer

Tobias Marguerre, Roger Mächler

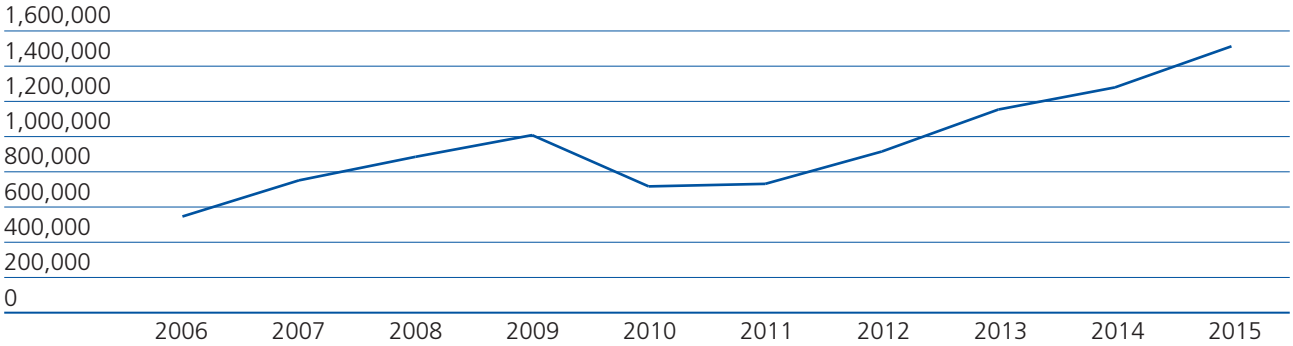
Paulo Castro, Ulrich Thibaut

Wolfgang Marguerre

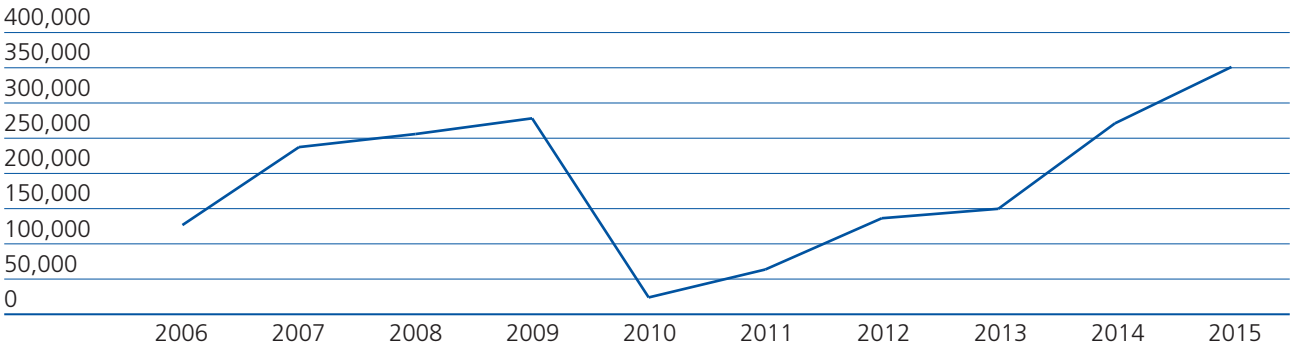
Matt Riordan, Frederic Marguerre

Key Figures of the Octapharma Group

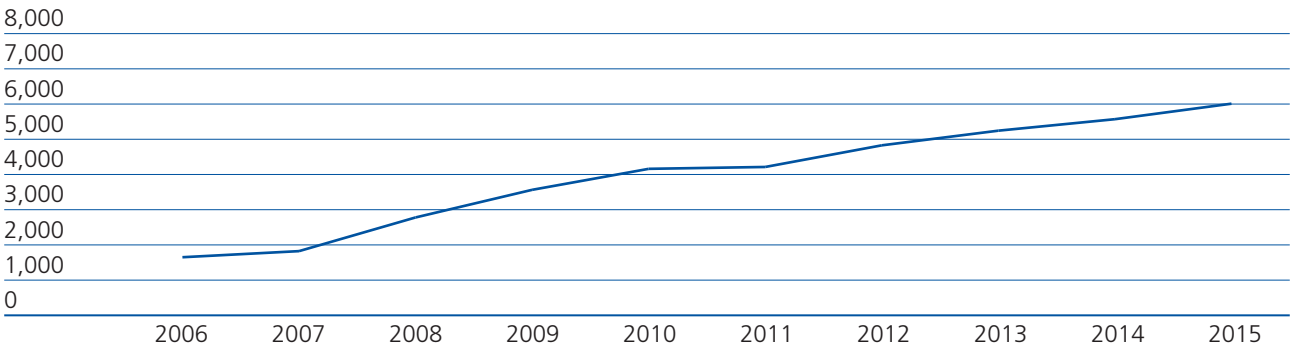
Revenue in 1,000 EUR



Operating income in 1,000 EUR



Average headcount



(Monetary figures are in 1,000 EUR)	**2015**	2014	2013	2012	2011
Operating income	**351,239**	271,192	149,924	136,778	63,758
Net profit of the year	**330,267**	236,136	124,398	135,755	72,082
Year-end headcount	**6,213**	5,683	5,514	4,939	4,514
Return on investment	**17.0%**	14.2%	8.5%	10.0%	5.7%
Profit from operations per employee	**58**	49	28	28	15
Cash ratio	**174%**	122%	79%	19%	13%
Days of sales in receivables	**123**	135	123	122	150
Days of purchases in inventory	**227**	249	274	379	396
Cash flow from operations	**382,437**	274,541	205,558	131,559	-43,501
Expenditures to ensure future prosperity	**242,383**	168,265	111,236	97,637	91,660
Research and development	72,825	41,792	45,780	36,741	43,491
Capital expenditures	169,558	126,473	65,456	60,896	48,169

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, 2015, 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

(All figures in 1,000 EUR)	**2015**	2014
Revenue	**1,513,044**	1,279,610
Cost of sales	-930,656	-836,785
Gross profit	**582,388**	442,825
Research and development	-72,825	-41,792
Selling and marketing	-96,483	-81,064
Regulatory affairs	-13,724	-11,984
General and administration	-53,910	-41,409
Other income	6,917	5,338
Other expenses	-1,124	-722
Total operating expenses	**-231,149**	-171,633
Operating income	**351,239**	271,192
Non-operating income and expenses	11,905	-5,503
Profit before taxes	**363,144**	265,689
Income tax	-32,877	-29,553
Net profit of the year	**330,267**	236,136

Consolidated Statement of Financial Position of the Octapharma Group

(All figures in 1,000 EUR)	**2015**	2014
Assets		
Cash and cash equivalents	392,658	272,552
Trade receivables	510,795	472,610
Other receivables	9,882	9,682
Loans to related parties	77	944
Derivative financial instruments	607	0
Inventories	535,724	515,758
Other current assets	35,323	26,639
Total current assets	**1,485,066**	1,298,185
Financial investments	4,422	3,868
Deferred tax assets	72,535	66,559
Loans to related parties	867	0
Investments in associates	17,911	0
Property, plant and equipment	479,269	415,615
Intangible assets	35,362	0
Total non-current assets	**610,366**	486,042
Total assets	**2,095,432**	1,784,227

(All figures in 1,000 EUR)	**2015**	2014
Liabilities and equity		
Trade payables and other payables	87,617	81,403
Derivative financial instruments	0	5,189
Payables to related parties	2	23
Income tax payables	23,145	24,307
Accruals	88,345	82,282
Current provisions	27,167	29,685
Total current liabilities	**226,276**	222,889
Deferred income	2,652	1,662
Provisions	81,252	60,676
Deferred tax liabilities	22,180	21,532
Other non-current liabilities	245	314
Total non-current liabilities	**106,329**	84,184
Total liabilities	**332,605**	307,073
Share capital	100	100
Retained earnings	1,734,938	1,474,931
Currency translation adjustments	27,789	2,123
Total equity attributable to owners of the company	**1,762,827**	1,477,154
Total liabilities and equity	**2,095,432**	1,784,227

Consolidated Statement of Cash Flows of the Octapharma Group

(All figures in 1,000 EUR)	**2015**	2014
Net profit for the year	**330,267**	236,136
Depreciation of property, plant and equipment	61,539	52,161
Amortisation of intangible assets	25,327	0
Change in fair value of non-current assets	-3,601	6,379
(Profit) loss on sale of property, plant and equipment	-80	335
Changes in long-term liabilities and provisions	19,259	11,740
Unrealised foreign exchange (gain) loss	-4,548	-2,645
Cash flow before changes in working capital	**428,163**	304,106
(Increase) decrease of working capital	-45,726	-29,565
Net cash from operating activities	**382,437**	274,541
Acquisition of property, plant and equipment	-114,885	-126,473
Investment in IP rights and shares of associates	-80,000	0
Acquisition of (proceeds from) financial investments	-121	2,778
Proceeds from sales of property, plant and equipment	479	1,178
Net cash used in investing activities	**-194,527**	-122,517
Financing activities	-70,000	-30,000
Net cash used for financing activities	**-70,000**	-30,000
Net change in cash and cash equivalents	**117,910**	122,024
Cash and cash equivalents beginning of period	272,552	148,603
Effect of exchange fluctuation on cash held	2,196	1,925
Cash and cash equivalents end of period	**392,658**	272,552

Report of the Independent Auditor on the summary financial statements

Octapharma Nordic AB, Stockholm

The accompanying summary financial statements on pages 52 to 56, which comprise the summary balance sheet as at 31 December 2015, 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 2015. We expressed an unmodified audit opinion on those financial statements in our report dated 26 February 2016. 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 52 of the annual report 2015.

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 2015 are consistent, in all material respects, with those financial statements, on the basis described on page 52 of the annual report 2015.

KPMG AG

Orlando Lanfranchi Markus Ackermann

Zurich, 26 February 2016

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