

At Zambon, we know the big difference between living and truly living. Since 1906 we have been committed to innovating cure and care to make patients' lives better. We go beyond, we see people with families, with projects, dreams and passions. Whatever they want to do, from going back to their activities to being with others or simply feeling better, we are aiming to deliver medicines and modern healthcare solutions that allow them to get the most out of their time. Because at Zambon, quality of life means deeply enjoying each moment.


VALUE REPORT 2018

At Zambon, we know the big difference between living and truly living. Since 1906 we have been committed to innovating cure and care to make patients' lives better. We go beyond, we see people with families, with projects, dreams and passions. Whatever they want to do, from going back to their activities to being with others or simply feeling better, we are aiming to deliver medicines

and modern healthcare solutions that allow them to get the most out of their time. Because at Zambon, quality of life means deeply enjoying each moment.



LIFE
ENHANCED



**INNOVATING CURE & CARE TO
MAKE PATIENTS' LIVES BETTER**

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Message from the President

It's an incredible source of energy living this phase of positive evolution that has succeeded in carrying forward the 113-year-old legacy while projecting Zambon towards new horizons.

First of all, I would like to extend my heartfelt appreciation to all those who everyday manage to keep our **identity** real, transforming our vision of **"INNOVATING CURE & CARE TO MAKE PATIENTS' LIVES BETTER"** into projects and opportunities for success, to ensure excellent results through curiosity, expertise and commitment.

Empowered by the solidity of our values, together we can honour the commitment of keeping alive that "inspirational breath" started by our founder, which we have transformed into an "innovative breath" to face change and continuously renew our enterprise, embracing present times and seeking new solutions for patients.

We are delighted to say that also 2018 was a year characterised by **growth**, in which we reached

revenues of 723 million euros and a net operating margin of 82 million euros.

Zambon Pharma has experienced significant growth and has undertaken a series of measures to guarantee both medium and long term development. The **Zach** chemical business has continued to grow in accordance with the new strategic direction.

Encouraged by these results – which confirm the stability of the strategic plan put into place – we continue to pursue our mission with determination: improving patients' lives, combining **cure** and **care** with a holistic approach.

We explore new paths, which are never ordinary, and we are always prepared to take on new, more ambitious and incisive challenges.

This is also proven by our Research Venture **Zcube** – our engine2 of innovation – in constant research for modern healthcare solutions thanks to Open Accelerator, Zcare and the newly formed CareApt that, starting from the second half of 2019, will bring

ParkinsonCare – a new model of collaborative medicine – into the market.

Taking care of people's health, our home care division **ItaliAssistenza** has obtained positive results thanks to the increase in Patient Support Programs, developed with major pharmaceutical companies, and it has taken its first steps into internationalisation with Human Assist Care.

We are increasingly convinced that a company's future lies in its ability to dialogue and listen to others. For the past ten years the **Zoé Foundation** – Zambon Open Education – has been committed to spreading and maintaining this openness to the world, a value that strengthens and constitutes Zambon's uniqueness.

What distinguishes us is, in fact, the positive attitude that characterises all our divisions. Whilst operating in different business sectors, they are all leading examples in supporting the importance of experiencing along with other successful companies, a Scientific Campus

focused on healthcare. In consistency with its role, **Openzone** is now living a life of its own, aimed at enhancing research and exploring new activities and points of view, while performing a recognised social function with an international outlook.

WE UNIQUELY CREATE VALUE IN HEALTHCARE, BY FOSTERING COMMUNITY, COMPETENCIES AND CAPITAL

The best way to keep our **essence** alive is to continue listening to **what we are**, to our identity, to the values that distinguish us since our birth in 1906. The essence of our being is: **LIFE ENHANCED.**

“

MORE COMMITTED THAN EVER, WE CONSTANTLY **GIVE BREATH TO THE LIVELINESS THAT MAKES ZAMBON A 113-YEAR-OLD "STARTUP"!**



Elena Zambon
President Zambon S.p.A.



Message from the CEO

This 2018 distinctly confirms the value of the strategic path we have embarked upon in the past few years and the substantiality of the ambitious goals we set.

Zambon Pharma revenues have exceeded 682 million euros, an increase of almost 3% compared to 2017. This happened despite a negative exchange rate impact of approximately 18 million, without which it would have exceeded 5%. The **EBIT (Earnings Before Interest and Taxes)** is also rising compared to 2017 and has reached **89.9 million euros** – an extremely positive figure considering the increase in Research and Development. In addition, we have also invested over 18 million euros in the construction of new industrial facilities (São Paulo) and in the upgrade of the technologies used in other existing plants (Vicenza and Haikou) to make them increasingly competitive. Our investment in science is significantly growing.

WE CONTINUE STRENGTHENING OUR PIPELINE AND BUILDING OUR FUTURE. Specifically, in 2018 we invested **57 million euros in Research and Development**, which accounts for **24% more than in 2017**.

I would also like to highlight our progress in the **US**, where the FDA has recognised the **“Fast Track”** and **“QIDP” (Qualified Infectious Disease Product)** designations, for the innovative work we are conducting in non-cystic-fibrosis-related bronchiectasis. What makes me particularly proud, is that Zambon is one of the few companies in the world, active in the development of effective treatments for this condition. Our approach is proving to be beneficial for many people and clinicians who require answers and definite solutions. Moreover, we are further developing studies on existing molecules (such as *safinamide*) and enriching our pipeline with

innovative technologies such as E-dry®.

Our branch in China, with an attractive and growing portfolio, led an important deal with AstraZeneca, to which we have transferred **exclusive rights to import, promote and distribute Flumucil® ampoules** for the **Chinese market** – thus further focusing our local Sales Force on the growth of our other products available in the Country.

This agreement has further reinforced Zambon’s expansion in the Chinese healthcare market and is also exponentially enhancing the production levels in Italy, where we have maintained the manufacture of the drug in ampoules.

The past year has been crucial to increase our acknowledgement and recognisability worldwide. It has certainly been a positive year in terms of economic results, development, pipeline and development of our industrial operations. For this reason

we are further reinforcing our identity through **Life Enhanced** framework. We want our image to be consistent with the **values** that have guided us since 1906 – with the **great sense of responsibility** that characterises us in finding **innovative solutions** and our vision to **improve patients’ lives** – because for Zambon quality of life means living every moment to the fullest.

This year too I would like to thank all my colleagues, in every part of the world, for their excellent work, without which we would not be able to accomplish such great results and we would not be of support to all those doctors, patients and families who seek clear and effective answers.

WE CONTINUE
**STRENGTHENING
OUR PIPELINE
AND BUILDING
OUR FUTURE.**

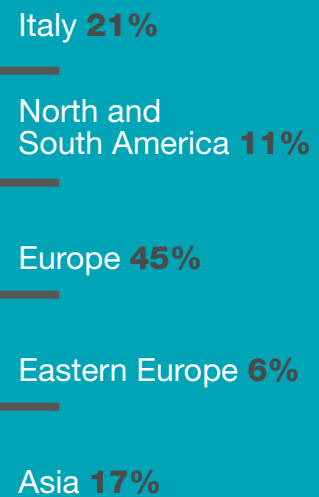


Roberto Tascione
CEO Zambon S.p.A.

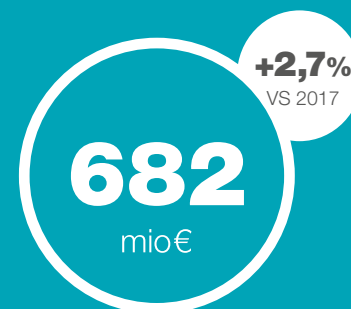


BUSINESS RESULTS

SALES BY GEOGRAPHICAL AREA



TOTAL PHARMA REVENUES



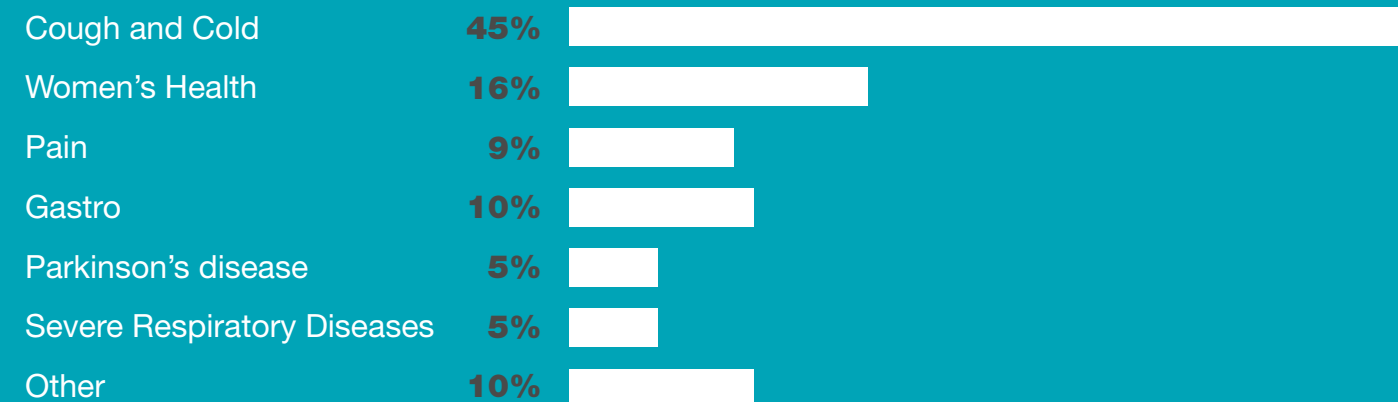
NET INCOME



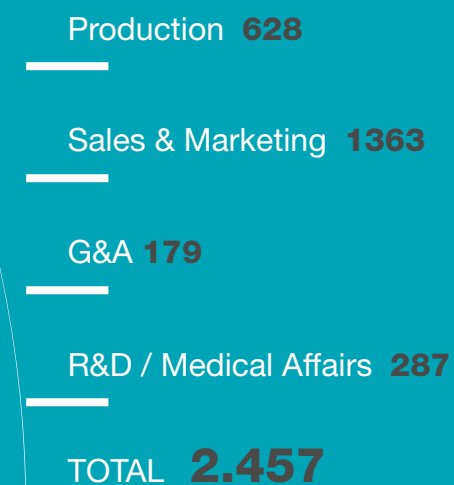
EBITDA



BUSINESS PHARMA



PHARMA PEOPLE



Offices in **20 countries** across South America, Europe and Asia.

Present in **87 countries** around the world

PARKINSON'S DISEASE



PARKINSON'S DISEASE

Parkinson's is a neurodegenerative disease that evolves slowly yet progressively, targeting specific physical functions such as **movement control** and **balance** and has an impact on emotional and physical aspects, impairing the quality of life of those affected.

Parkinson's is the **second most common neurodegenerative disease in the world**¹ and it is gradually expanding due to an ageing of population and its related medical conditions.

Sources:

- 1 Parkinson.it/morbo-di-parkinson.html
- 2 Calabresi P, Kulisevsky J, Safinamide as Add-on Therapy – Moving Beyond Dopamine for a Multifaceted Approach in Parkinson's Disease, *European Neurological Review*, 2017; 12 (Suppl. 5) 2-6.

OUR CONTRIBUTION

Our **commitment to research** of innovative solutions started in **2015**, when we introduced **safinamide (Xadago®)**, which was made available gradually in Europe and since 2017 in the US. *Safinamide* provides a **dual-action**, both dopaminergic and non-dopaminergic, acting on motor symptoms (rigidity, tremors and bradykinesia) and non-motor symptoms (pain, sluggishness, mood and sleeping disorders).

Our **ongoing commitment is progressively establishing us as one of the partners of reference for the scientific community**, especially due to our involvement on multiple fronts, such as research and production of scientific evidence through new clinical trials, support of educational activities, like international congresses and finally, co-operation with major patients' representative groups.²

OUR GROWTH PROSPECTS

Since 2015, over **50 thousand patients in Europe and in the US have benefitted from the use of safinamide** and we keep working to make this treatment an option for an even greater number of patients. In fact, by **2019** we are seeking to distribute *safinamide* in **Canada, Australia and Colombia** and by **2020** in **Brazil** with many more countries to follow.

In addition, we are currently working on **optimising the usage of the molecule**, which we hope will be of support for other types of Parkinson's disease patients. **Last but not least, we are continuing to invest in research of new treatments for different areas of the central nervous system.**

In 2018 – thanks to the excellent performances registered in Spain, Germany, Italy and Belgium – *safinamide* generated revenues of 38 million euros, up by 24.4% compared to the previous year.

SECOND MOST COMMON NEURODEGENERATIVE DISEASE IN THE WORLD¹

SAFINAMIDE ACTS ON NON-MOTOR AND MOTOR SYMPTOMS OF THE DISEASE

ALREADY AVAILABLE IN EUROPE AND USA, BY 2019 SAFINAMIDE WILL REACH CANADA, AUSTRALIA AND COLOMBIA. BY 2020 IT WILL BE AVAILABLE IN BRAZIL AND MANY MORE COUNTRIES WILL FOLLOW

SEVERE RESPIRATORY DISEASES

RARE RESPIRATORY DISEASES

Cystic fibrosis is the most common **severe genetic disease**. This **multi-organ condition** mainly affects the lungs, which become exposed to infections and chronic inflammation causing their progressive deterioration. It is a complex disease that affects **approximately 100 thousand people worldwide**.¹ Its severity and symptoms can vary depending on the individual, but life expectancy of affected people is experiencing a significant increase thanks to ongoing progress in the medical and pharmaceutical fields.

OUR PATIENTS AT HEART

In addition to investing in developing innovative treatments, **Zambon is also seeking new solutions and devices**, such as **I-Neb**, to **improve the life of people living with cystic fibrosis**. Developed in partnership with Philips, this device supports patients and healthcare professionals in adequate adherence to treatment.

The two ongoing pivotal clinical trials for patients affected by bronchiectases validate Zambon's commitment to innovative solutions in the care and management of severe respiratory diseases. These diseases call for specific clinical needs that are rarely met. **Bronchiectases are in fact a severe and orphan disease that is growing worldwide and that lacks a specific solution.**²

REACHING OUR GOALS

2018 was a decisive year for Zambon's dedication towards severe respiratory diseases, particularly regarding symptomatic treatment with **colistimethate sodium (Promixin®)** of cystic fibrosis patients with chronic *Pseudomonas aeruginosa* pulmonary infections. Parallel to its twin study PROMIS 1 initiated in 2017, we have set **PROMIS 2, a Phase III study**, which focuses on developing treatment for bronchiectases and stands out for the significant recruitment carried out in clinical centres **in the US and Latin America**.

PROMIS 1 and PROMIS 2 clinical trials are involving over **800 patients worldwide**. Our aim is to obtain indications for treatment with *colimethate sodium* and I-Neb in patients with non-cystic fibrosis Bronchiectases in Europe and America by 2022.

CYSTIC FIBROSIS IS THE MOST COMMON SEVERE GENETIC DISEASE

COLISTIMETHATE SODIUM FOR SYMPTOMATIC TREATMENT OF PATIENTS AFFECTED BY CYSTIC FIBROSIS WITH CHRONIC PULMONARY INFECTIONS

PROMIS 1 AND PROMIS 2 CLINICAL TRIALS WILL INVOLVE OVER 800 PATIENTS WORLDWIDE BY 2019

Sources:

1 ECFS Patient Registry, Report 2015; World Health Organization.

2 Gregory Tino, M.D. Bronchiectasis: Phenotyping an Orphan Disease, American Journal of Respiratory and Critical Care Medicine 2018; 197:1371-1372

Zambon Pharma

COUGH AND COLD



RESPIRATORY SYSTEM DISEASES

Respiratory diseases include a wide range of illnesses, from seasonal conditions, such as cough, flu or acute bronchitis to chronic respiratory diseases like chronic obstructive pulmonary disease (COPD). The WHO estimates that worldwide every year 3 to 5 million people contract severe flu, while the yearly death rate from flu ranges between 290 and 650 thousand.

RESEARCH AND TARGETED COMMUNICATION

In 2018, Zambon invested in a communication campaign for **Fluimucil®** and reinforced its **commitment to the scientific community** by setting up a **multi-disciplinary group of experts dedicated to analysing the antioxidant activity of NAC**. In addition, the therapeutic area portfolio further expanded. **Spain** – one of our core markets – introduced **Flumilexa®**, an ethical drug indicated for chronic respiratory illnesses.

OUR SUCCESS STORY

The respiratory therapeutic area represents **45% of the company turnover and is constantly growing**. Zambon offers a wide range of products designed to help people suffering from various conditions. Among its core line of products is Fluimucil®, which again registered a significant **double-digit growth (+12%) compared to the previous year**. This is a very **significant result** – primarily led by the Chinese market also in 2018 – for a product that has been on the market for **over 50 years**. Precisely in China, thanks to the deal with AstraZeneca for the exclusive distribution of Fluimucil® ampoules, we will be able to reach an increasing number of people. In addition, **Seki/Flutox®** also obtained excellent results that are worth highlighting, **+9% compared to 2017**.

THE RESPIRATORY THERAPEUTIC AREA REPRESENTS 45% OF THE COMPANY TURNOVER AND IS CONSTANTLY GROWING

SET-UP OF A MULTI-DISCIPLINARY GROUP OF EXPERTS DEDICATED TO ANALYSING THE ANTIOXIDANT ACTIVITY OF NAC

FLUIMUCIL® +12% COMPARED TO 2017

PAIN



TYPES OF PAIN

It is estimated that **85% of world population has experienced headaches and physical pain at least once in their lifetime.**¹ Every week more than half the world's population (56%) suffers from general pain, while 1 in every 4 people (23%) experiences headaches, thus affecting a total of 86% of the population.² This painful condition, whether moderate or acute, seriously impacts patient's daily activities and can often (1 in every 2 people) lead to self-isolation.³

A SOLUTION TO PAIN

Spidifen® (*ibuprofen arginine salt*) is a nonsteroidal anti-inflammatory drug used for **treatment of low to moderate acute pain**, made of an exclusive formulation that provides a safer yet effective therapy for pain and inflammation.⁴

SPIDIFEN®: SIGNIFICANT GROWTH

In 2018 Spidifen® achieved a **6% revenue growth compared to 2017** that allowed us to reach over **57 million euros in global revenues**, a result mainly led by China (+41% on 2017 revenues) and Italy (+51% on 2017 revenues), followed by Spain and France with a 50% joint contribution to global revenues.

In 2018 the Company invested in a global communication campaign for Spidifen® – with the only exception of China that had a campaign customised for its market.

The **newly designed advertising tools – addressed to healthcare professionals – highlighted the combination potential of *ibuprofen* and *arginine salt***, thus allowing a clearer product placement.

EXCLUSIVE FORMULATION

HEADACHE AND PHYSICAL PAIN FOR **85% OF WORLD POPULATION AT LEAST ONCE IN THEIR LIFETIME**¹

SPIDIFEN® GLOBAL REVENUES OF 57 MILLION EUROS

Sources:

- 1 GSK Global Pain Index 2017
- 2 GSK Global Pain Index 2017
- 3 GSK Research on pain sufferers, 2018
- 4 Spidifen®, Summary of product and Characteristic

Zambon Pharma

WOMEN'S HEALTH



FOR WOMEN'S WELL-BEING

Urinary tract infections (UTIs) are rather common and affect approximately **150 million people worldwide**, mainly women. Estimates state that **1 in every 2 women (50%)** experiences it at least **once in her lifetime** and **25%** is subject to **recurring infections**.

Escherichia coli is considered the main cause, being responsible for 75-90% of these infections.^{1,2}

TACKLING URINARY TRACT INFECTIONS

For over ten years, Zambon has taken women's health and well-being to heart. **Monuril®** is our response to urinary tract infections. Thanks to the unique mode of action of the active ingredient (*fosfomicin trometamol*) international guidelines recommend it for treating this type of infection.²

MONURIL®: A LONG-STANDING BRAND

In **2018 Monuril®** – second in terms of Company revenues – registered a **5% growth** compared to the previous year, thus **reaching 90 million euros in global sales**. Despite generic drug competition and pressure on prices, these results further reinforce our position as market leaders in key European countries.

Italy, Russia, Spain, Brazil and Belgium play a significant role by contributing to 65% of total sales. In particular Brazil registered a 9% increase in sales compared to 2017 and distributors registered an increase in revenues of 11% compared to last year.

In 2018, Zambon dispensed key information on the product by developing a global communication campaign designed especially for healthcare professionals. Zambon set up an **Interdisciplinary Advisory Board** involving KOLs from major scientific associations to keep an open dialogue and further comprehend clinical practice and the use of *fosfomicin trometamol* in urinary tract infections.

ONE IN EVERY TWO WOMEN (50%) EXPERIENCES URINARY TRACT INFECTIONS AT LEAST ONCE IN HER LIFETIME¹

INTERDISCIPLINARY ADVISORY BOARD INVOLVING KOLS FROM MAJOR SCIENTIFIC COMPANIES

MONURIL® +5% COMPARED TO 2017

Sources:

1 Flores-Mireles AL et al. Nat Rev Microbiol. 2015 May; 13(5): 269-284.

2 Zhanel GG et al. Can J Infect Dis Med Microbiol. 2016;2016: 1-10



BUILDING OUR FUTURE THROUGH INNOVATION

In year 2018, Open Research and Development has made substantial progress in Zambon's key therapeutic areas.

Neurodegenerative diseases: **safinamide (Xadago®)**

The clinical programme characterising the *safinamide* dual mechanism of action has moved forward.

The Phase IV study in Parkinson's disease (PD) related pain started in late 2018. The Phase IIIb study in L-dopa-induced dyskinesia (PD-LID) and the Phase IIa study in MSA (Multiple System Atrophy), a neurodegenerative orphan pathology similar to PD, are in the start-up phase.

Respiratory infections: **colistimethate sodium (Promixin®)** via I-Neb®

Two-Phase III pivotal studies are being conducted in Europe, North and South America, Australia and New Zealand with *colistimethate sodium*, administered using the I-Neb® nebuliser for the treatment of infections caused by *Pseudomonas aeruginosa* in patients with bronchiectasis not related to cystic fibrosis (NCFB). Patient recruitment is ongoing. In December 2018 *colistimethate sodium* powder for nebulizer solution, delivered by the I-Neb® AAD system, obtained "QIDP" (Qualified Infectious Disease Product) and "Fast Track" designations by FDA (Food and Drug Administration) for the indication "prevention of pulmonary exacerbations in adult

patients with non-cystic fibrosis bronchiectasis (NCFB) colonized with *Pseudomonas aeruginosa*".

Early stage development projects

In 2018, 3 new projects were added to the existing pipeline. There are four projects in preclinical development. The first, an entirely new class of antibiotic active against multi-drug resistant Gram negative bacteria, is being developed for the treatment of serious hospital infections, including pulmonary infections and urinary tract infections. The activities carried out during 2018 have been focused on formulation, analytical development, non-clinical safety and pharmacology testing to support the start of first in man studies.

The second is an antifungal dry powder product for inhalation, formulated using the proprietary E-dry® technology. It is being developed for the treatment of hypersensitivity to *Aspergillus fumigatus* (ABPA) in asthmatic patients. The product is in Phase 0 and due to enter the clinic at the end of the year.

The third project is targeting lung infections caused by non-tuberculous mycobacterium, which are an important problem for people with serious chronic lung disease. A number of antibiotics currently used to treat NTM are being evaluated for suitability to be formulated using the E-dry® technology. The programme is in the lead

optimisation phase with a view to identifying a clinical candidate in 2020.

N-acetylcysteine (Fluimucil®)

During 2018, *N-acetylcysteine* (Fluimucil®) has been the subject of numerous scientific activities. In May 2018, at the end of the congress of the *American Thoracic Society* (ATS) in San Diego (United States), an important international *Advisory Board*, focusing on the use of *N-acetylcysteine* in the *idiopathic pulmonary fibrosis*, a chronic, debilitating and potentially fatal disease.

N-acetylcysteine in patients with retinitis pigmentosa

In the USA, study is continuing on the use of *N-acetylcysteine* in patients with retinitis pigmentosa, a rare and severe orphan genetic disease that affects the pigment epithelium and retina, leading to a gradual and progressive loss of vision. The first results of the study will be available already in 2019.

Fosfomycin trometamol (Monuril®)

An *International Advisory Board*, held in Nice (France) in May 2018, allowed the launch of the international SURF study, aimed at assessing the rate of antibiotic resistance to *fosfomycin* and other antibiotics commonly used in urinary tract infections, with the ultimate goal of finding less resistance for *fosfomycin* compared to other antibiotics.

CENTRAL NERVOUS SYSTEM

NEURODEGENERATIVE DISEASES

MSA

Pain in PD

Dyskinesia



RESPIRATORY INFECTION AND INFLAMMATION

ANTI INFECTIVES

Anti mycobacterial

New Antifungal

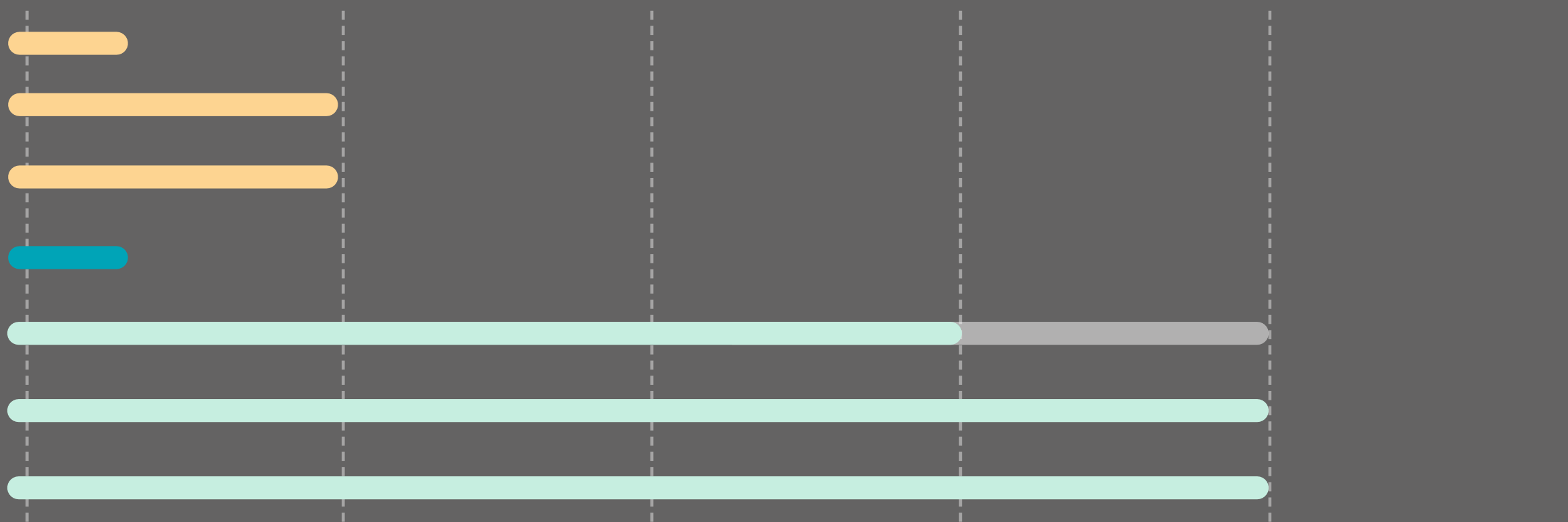
New Peptide

Antioxidant

CF

NCFB - 1

NCFB - 2



Preclinical

Phase I

Phase II

Phase III

Phase IV

ZACH

ZCUBE

OPENZONE

ITALIASSISTENZA

ZAMBON

BUSINESS DEVELOPMENT

RELIABILITY AND GROWTH STRATEGY

The growth trend of the past few years was reaffirmed in 2018 thus strengthening Zambon's role as partner of excellence both nationally and internationally. Our strategy, based on **internationalisation**, maximisation of core products and attention to specific therapeutic areas, has – again this year – shown impressive results such as **revenue increase of 3% compared to 2017 (thus exceeding 682 million euros)**. Furthermore, the important **deal signed with AstraZeneca** to which we transferred exclusive rights to import, promote and distribute Flumucil® ampoules in China, allowed us to **advance further into the Chinese market**.

One of the **key** elements for the **success of our internationalisation strategy** is the area **dedicated to Business Development**, which in the following years will continue to focus on **strategic markets such as China, Brazil, Russia and the US**.

What makes Zambon a **loyal partner capable of building successful synergies** is our commercial expertise and knowledge of the drug registration system, the excellence of our marketing and production processes, our quick-thinking, our fast procedures and our ability to work in partnership.

Zambon's present and future growth is directly linked to the significant **investments** that were made in 2018. **57 million euros were allocated to Research and Development (+24% compared to 2017)** and **over 18 million euros to industrial facilities** worldwide to increase competitiveness and ability to meet increasingly specific demands for customised projects.

GROWTH TREND OF THE PAST FEW YEARS REAFFIRMED

A DEPARTMENT DEDICATED TO BUSINESS DEVELOPMENT

57 MILLION EUROS INVESTED IN RESEARCH AND DEVELOPMENT (+24% COMPARED TO 2017) AND OVER 18 MILLION EUROS IN INDUSTRIAL FACILITIES

INDUSTRIAL BUSINESS OPERATIONS

INCREASING COMPETITIVENESS THROUGH INNOVATION, EFFICIENCY AND OPTIMISATION

Zambon Pharma's manufacturing plants are characterised by their excellent innovation and **efficiency** standards. The manufacturing plants in **Vicenza (Italy), Cadempino (Switzerland), Haikou (China) and São Paulo (Brazil)** provide high-value products and services to **87 countries worldwide**, always remaining focused on technology levels and compliance.

In 2018, we intensified activities for **optimisation** and **synergy among the different Group plants**, thanks to the organisational model provided by the "IBO" (*Industrial Business Operations*) function. Great attention was devoted to **process improvement, cost reduction, quality increase, lean lab, training** and **HR development**.

In 2018 – in line with our Company's strategic goals – **we invested approximately 18 million euros**, allocated mainly

to the construction of new facilities and the improvement of **processes and technologies** in the existing plants. Following the deal in China with AstraZeneca, we initiated a **project** called "**Marco Polo**" in our Vicenza plant in Italy, in order to create a new *building* for the production of Flumucil® ampoules 300mg for the Chinese market.

In Cadempino, Switzerland, we continued our *compliance* activities for *data integrity* in our analytical laboratories. This to ensure the integrity and prevent tampering of the analytical data related to production batches that will be marketed. Over the year, we have launched several projects for the **optimisation of production processes** in Vicenza and Cadempino. Amongst them "Autonomous Maintenance" is designed for the integration of both maintenance and production activities, to increase productivity

through upgrading and efficiently organising downtime of manufacturing machinery. The new Haikou plant warehouse in China – completed in 2017 – is now up and running. Significant investments were endorsed for replacing outdated equipment. In addition, to obtain increasingly efficient production processes by 2020, we approved a complete reengineering of approximately one thousand square metres within the plant. 2018 was a challenging year for Brazil as the construction of the new plant was completed. All the facilities were moved and we obtained all the necessary healthcare licences from the local authorities (ANVISA). Finally, in 2018 the production and distribution of the *Virtual Plant* – an organisational model for centralised management of contract manufacturing of Zambon products – continued on a regular basis.



CADEMPINO
Switzerland
76 mio
(units produced)

THIRD PARTIES AND GENERICS MANUFACTURERS OF CARBAPENEMS
24,7 mio
(units produced)

VICENZA
Italy
65 mio
(units produced)

DEMONSTRATE THE SITE'S EXTRAORDINARY COMPLEXITY
230 SKU

SÃO PAULO
Brazil
4 mio
(units produced)

HAIKOU
China
20 mio
(units produced)

VIRTUAL PLANT
12 mio
units sold (including Xadago® for 500K boxes)
138 mio€
global sales
(including Xadago® and Flumucil® antidote)

4 MANUFACTURING PLANTS: VICENZA (ITALY), CADEMPINO (SWITZERLAND), HAIKOU (CHINA) AND SÃO PAULO (BRAZIL) SUPPLY PRODUCTS AND SERVICES TO 87 COUNTRIES WORLDWIDE

IN 2018 INVESTMENTS FOR APPROXIMATELY 18 MILLION EUROS FOR NEW FACILITIES AND UPGRADE OF PROCESSES AND TECHNOLOGIES

HIGHER AND GROWING SYNERGY AMONG THE DIFFERENT GROUP PLANTS

Zach

BUSINESS RESULTS

A SOLID DEVELOPMENT PLAN FOR CHEMICAL BUSINESS

"In 2018 we finalised the plan that will allow us to double our revenues within 5 years and to improve all the economic and financial indicators. The targeted investments in automation and digitalisation, will allow us to increase productivity whilst decreasing costs, thus deeply modernising the Avrillé plant in France. The full renovation of our Research and Development labs will strengthen our supply of services to the pharmaceutical industry, allowing us to develop further as a Contract Development and Manufacturing Organisation able to cater for different size companies whilst maintaining a high degree of customisation. By adding value to the excellence of the Avrillé plant, Zach continues to be the chemical baseline of the Zambon Group."

Lucio Lavacchielli – CEO ZACH

Zach is the chemical division of the Zambon Group and it focuses on producing Active Pharmaceutical Ingredients (APIs) and advanced intermediates for the pharmaceutical industry.

Today Zach maintains its headquarters in Bresso and its manufacturing in Avrillé, France, focusing its activity mainly on Custom Synthesis and some output for the generic products market. Within this framework, and in synergy with Zambon's pharmaceutical business, **we are strengthening the chemical plant, increasing warehouse storage capacity and further shaping the laboratories into a modern and functional new unit through an ongoing investment plan.**

The three sectors in our sights:

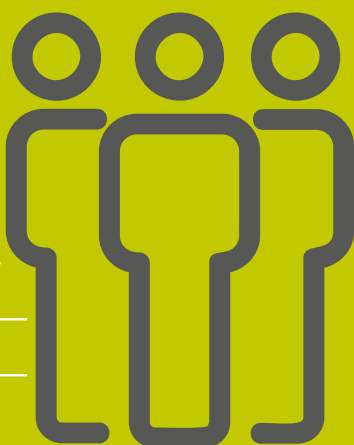
- *Custom Synthesis*, investing in new technologies and enhancing existing ones, such as spray drying, freeze drying, nano and ultra filtration;
- *Generic Products*, namely *trimebutine* and *bosentan*; working on improving efficiency of manufacturing processes and exploring new markets;
- *Captive*, increasing productivity and reaching maximum performance.

SALES REVENUES



ZACH PEOPLE

| | |
|-------------------|-----|
| PRODUCTION | 78% |
| SALES & MARKETING | 2% |
| G&A | 10% |
| R&D | 10% |



% REVENUES BY SEGMENT

CUSTOM SYNTHESIS 54%



GENERIC 35%



CAPTIVE 11%



% BY GEOGRAPHIC AREA

USA & CANADA 10%



EUROPE 82%



ROW 8%



WE RESEARCH AND DEVELOP INNOVATIVE SOLUTIONS TO IMPROVE PEOPLE'S HEALTH

Zcube is the research venture of the Zambon Group. It was established in 2003 to explore the innovation and research sector in the field of Life Science on a global level.

It identifies and develops **MODERN HEALTHCARE SOLUTIONS**, combining new health-applied **digital technologies**, such as drug administration systems, medical devices, biomarkers, diagnostics, digital health, and solutions for big data management.

Over the years, Zcube has invested in several **Venture Capital** funds in the **Life Science field** that develop new entrepreneurial models focused on research, rare diseases and the sharing of innovation-directed initiatives; furthermore, it has established partnerships with some of the most important **international universities**. Last year Zcube added on a unit in line with the new mission "*Modern Health solutions to make patients' lives better*" and the Group strategy.

Within Zcube there are **Open Accelerator**, a fast track acceleration programme specialised in Life Science, and **Zcare**, which in 2018 launched the newco **CareApt** that will introduce Parkinson Care – a new model of collaborative medicine for Parkinson's disease patients – to the Italian and European markets.

ZCUBE IS OUR **ENGINE 2** OF INNOVATION

IT IDENTIFIES AND DEVELOPS **MODERN HEALTHCARE SOLUTIONS**, COMBINING NEW HEALTH-APPLIED DIGITAL TECHNOLOGIES

WITHIN ZCUBE: **OPEN ACCELERATOR, ZCARE** AND SINCE 2018 THE NEWCO **CAREAPT**

OPEN ACCELERATOR

AN ACCELERATION PROGRAMME FOR LIFE SCIENCES

In 2018, Zcube launched the **third edition** of **Open Accelerator** – the international acceleration programme for startups and Life Sciences researchers – through a “*Call for Projects*” that brought in **78 startups from 16 different countries**.

In 2018 – in line with Zambon’s strategy – Open Accelerator specifically addressed therapeutic areas regarding the Central Nervous System and Respiratory System, including rare diseases. The *Call* was designed to provide support for startups by giving them the chance to earn a “seed” investment of up to 100,000 euros along with the opportunity to engage in a strategic partnership with Zambon.

The four areas of interest were: Wearables and Digital Health; Big Data; Medical Devices; Biomarkers and Diagnostics and Drug Delivery Systems.

Among 78 submitted projects, 11 were selected to participate in the acceleration programme, which was customised for every single startup and carried out in OpenZone and through remote meetings. The programme was dispensed in cooperation with Deloitte’s Officine Innovazione and with the support of Italian Angels for Biotech (IAB), Innogest, Premio Marzotto, Unicredit StartLab and the law firm Bird&Bird. Startups were provided with the specific and multi-disciplinary knowledge necessary for their success thanks to Zambon’s support and the contribution of a global network of mentors and partners. In addition, in 2018 three startups were awarded with a Partnership Engagement, a Zambon scholarship and creation of a specific business case for the strategic fit between the company and the startup.

A designated commission examined finalist projects, declaring the **4 winners**:

- **Prindex**: Blood test for early diagnosis of Multiple Sclerosis, non-invasive, based on a blood sample – Federico II University, Naples.
- **Vilimball**: Spherical device capable of temporarily reducing essential hand tremors – Kaunas University of Technology, Kaunas, Lithuania.
- **Mobile GaitLab**: Movement sensors integrated in orthopaedic shoes that constantly record pace data, for Parkinson’s patients – Universität Erlangen, Nürnberg, Germany.
- **LungPass**: Digital stethoscope that allows COPD patients to monitor lung sounds remotely, thus preventing exacerbations – Minsk, Belarus.

Finally, the Cameroonian *Diagnos* – protagonist of a special fast track – was awarded a special prize of 10 thousand euros for developing an app that allows for remote contact between patients and healthcare professionals. The venture partners Deloitte, Bird&Bird, and Wellion-Generali Assicurazioni also awarded projects by Mobile GaiLab, Parkintest, Prindex, Lung Pass, and Spyras with funding and consulting services.

THIRD EDITION OF THE PROGRAMME:

78 STARTUPS FROM 16 DIFFERENT COUNTRIES, 11 SELECTED PROJECTS, 4 WINNERS, 3 STARTUPS AWARDED WITH A PARTNERSHIP ENGAGEMENT

TREATMENT AS A CONNECTING EXPERIENCE

Zcare is the Zcube division that – in line with the mission “Innovating Cure and Care to make patients’ lives better” – develops integrated Hi-tech/Hi-touch solutions to make chronic disease treatment a connecting experience focused on the individual.

In September 2018, Zcare created the newco CareApt (of which Zcube holds full ownership) that handles the clinical-care path, which takes place at home (“Continuity of Care”) with a focus on chronic neurodegenerative and respiratory diseases, to ensure specialised assistance for patients, through the integrated support of all the relevant healthcare professionals.

Inspired by the *collaborative medicine* approach, CareApt works to integrate the competencies found in health centres into everyday disease management.

CareApt solutions provide the involved patients and healthcare professionals with a collaboration platform, coordinated by a case manager dedicated to supporting patients and caregivers.

PARKINSONCARE: EXPERT CARE WHEN YOU NEED IT

In 2018, CareApt developed and validated ParkinsonCare, the first integrated model for collaborative medicine for Parkinson’s disease patients. ParkinsonCare assigns two specialised nurses to all patients and their caregivers, to provide every-day disease management assistance through a multichannel platform that allows sharing information with general practitioners, to develop steady therapeutic relationships and to promote cooperation between members of the care team. ParkinsonCare nurses undergo a training course – designed by

Italian and international leading experts – that makes them true coaches, able to provide the patient all the necessary information, and to suggest specific solutions to practical problems that affect patients’ quality of life.

In such way – thanks to integrated health strategies, designed on specific individual health goals – patients become key players in their well-being.

IN SEPTEMBER 2018 ZCARE CREATED THE NEWCO CAREAPT
CAREAPT DEVELOPED AND VALIDATED PARKINSONCARE, THE FIRST INTEGRATED MODEL FOR COLLABORATIVE MEDICINE FOR PARKINSON’S DISEASE PATIENTS
PATIENTS BECOME KEY PLAYERS IN THEIR WELL-BEING

SCIENCE OXYGEN BUSINESS

WHERE RESEARCH IS TURNED INTO BUSINESS

“We uniquely create value in healthcare, by fostering community, competencies and capital”, this is OpenZone’s mission, a place where research is turned into business.

OpenZone is a campus dedicated to Healthcare, created by Zambon to strengthen its way of thinking and experiencing research. Conceived to unite different worlds, languages and competencies, it is a place where sharing knowledge is grounded on **open innovation**.

The campus currently encompasses 15,500 square metres of office space, 7,500 square metres of laboratories (1,600 of which *Good Manufacturing Practices* laboratories), and is home to 24 of the foremost biotechnology, pharmaceutical and advanced gene therapy companies in Italy and in the world.

In 2018, a press conference announced the initiation of a **significant development plan**

that would double the size of OpenZone premises, thanks to a 60 million euro investment, bringing the total space to 37,000 square metres by 2021, thus being able to host up to 1,200 people. The first building to be completed is **Z-life, Zambon Pharma’s new home, adding 4,500 square metres to the existing space.**

In addition, in 2018 an evolution process started, to foster – through specific activities – the growth of the OpenZone community. The first steps were: a dedicated website, which gives room to the many success stories in the campus; regular Strategic Meetings that involve the campus’ company managers; and OpenZone Talks, meetings involving innovation leaders and international experts of the scientific, economic and institutional fields (in 2018 Issi Rozen, Head of the Broad Institute of MIT and Harvard and Carlo Ratti, an architect, engineer and Director of MIT’s Senseable City Lab).

OpenZone also works in close collaboration with all the representatives of the Healthcare sector, to ensure that Milan and Lombardy become further recognised globally as region of excellence for Life Sciences.



IN 2018 A **SIGNIFICANT DEVELOPMENT PLAN** THAT WILL **DOUBLE THE SIZE OF THE CAMPUS** WAS INITIATED

SEVERAL INITIATIVES ARE TAKING PLACE TO **FOSTER OPENZONE’S COMMUNITY**

OPENZONE WANTS TO PLAY A SIGNIFICANT ROLE IN **MAKING MILAN AND LOMBARDY REGION OF EXCELLENCE FOR LIFE SCIENCES**

TAKING CARE OF PATIENTS BEYOND THE TREATMENT

ItaliAssistenza is the Group Company that **provides private home care to patients suffering from chronic diseases**. In 2018, it registered **revenues of over 9 million euros**.

It has been running in Italy since 1993, thanks to Privatassistenza, the national network that currently has 220 Home Care Centres. Employing 8,000 qualified professionals, ItaliAssistenza manages to reach about 40,000 families per year.

The Company legitimately takes part in the **Human Assist Care (HAC) project**, a brand with which Zambon is bringing innovation to the home care field both in Italy and in Europe.

Individuals and their well-being lie at the heart of the project (*Human*) which, through highly qualified assistance (*Assist*), takes care of the patient (*Care*).

Human Assist Care represents the first step towards internationalisation and export of services. Our first directly managed Home Care Centre based in Lugano is up and running, servicing all the Canton Ticino.

ItaliAssistenza focuses its activity on managing treatment in chronic diseases through **PSPs (Patient Support Programmes)** in collaboration with pharmaceutical companies.

Switching from a “curing” to a “caring” approach, PSPs seek to ensure adherence to and efficacy of pharmaceutical treatment, and require planning a system of home assistance, telephone and technological services, that meet chronic patient’s needs for the duration of the treatment.

Poor adherence is in fact the main cause for ineffective

treatment. Studies have shown that **adherence rates are lower than 50%**, especially in chronic diseases with severe outcomes for patients and the health system. PSPs ensure an increase in such rates, achieving in numerous cases, optimum adherence. In order to develop such programmes, ItaliAssistenza relies on a *Program Board* made up of professionals with specific skills. ItaliAssistenza currently manages over 30 PSPs involved in different therapeutic areas.

IN 2018 IT REGISTERED REVENUES OF OVER 9 MILLION EUROS

IT RUNS IN ITALY THANKS TO PRIVATASSISTENZA, WHICH CURRENTLY HAS 220 HOME CARE CENTRES

HUMAN ASSIST CARE REPRESENTS THE FIRST STEP TOWARDS INTERNATIONALISATION AND EXPORT OF SERVICES

BUSINESS RESULTS

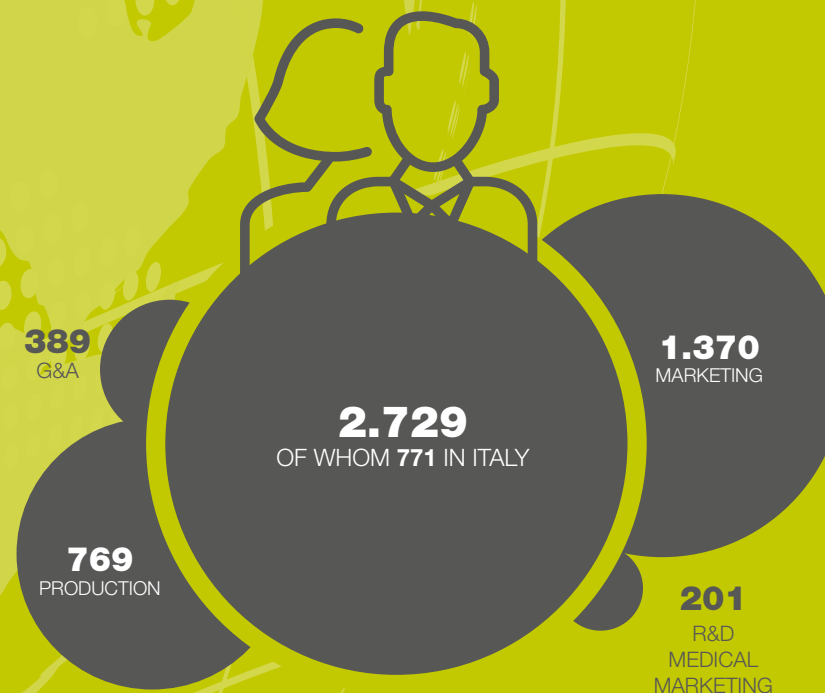
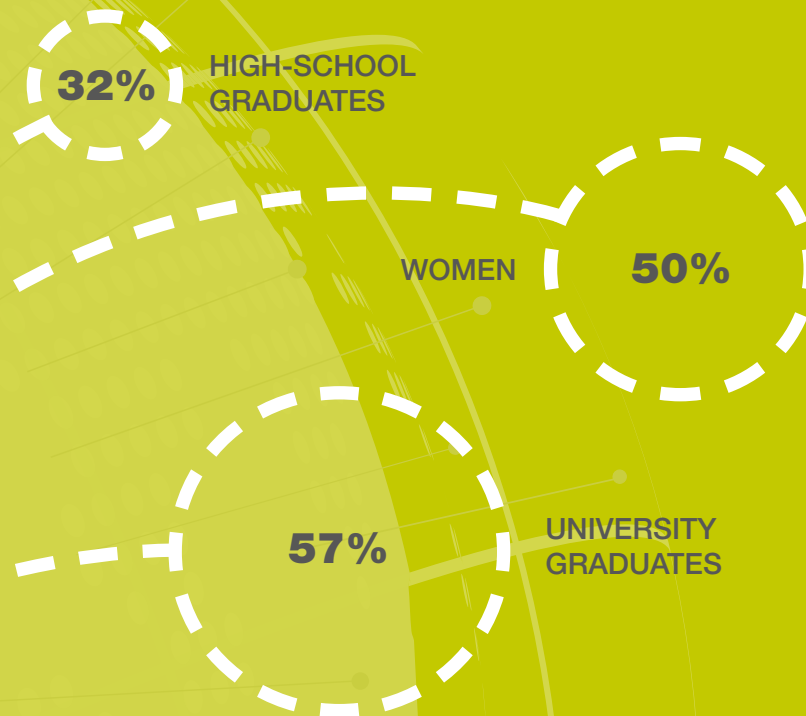
TOTAL REVENUES (mio€)

*DISCONTINUED OPERATIONS



GLOBAL SALES

| | 2018 |
|-------------------------|------|
| NORTH AND SOUTH AMERICA | 11% |
| EUROPE | 47% |
| ITALY | 20% |
| EASTERN EUROPE | 6% |
| ASIA PACIFIC AND OTHERS | 16% |



PEOPLE AND CULTURE



INNOVATION IS A MINDSET.
ZAMBON DIGITAL SCHOOL TO TRAIN
OUR INNOVATION MINDSET

“BECOMING GLOBAL” MORE THAN 50%
OF ITALIAN STAFF INVOLVED

UP-DAYS AND Z-GEN PROGRAM:
WE INVEST ON TALENT

BENVIVERE

“Benvivere” is an international programme devised to “take care” of Zambon staff worldwide. Its main aim is to improve their quality of life and work environment.

For the past 12 years, Benvivere has portrayed our way of being and experiencing the Company as a place of personal and professional growth that nurtures a sense of belonging.

To encourage interaction among colleagues, and promote creativity, we provide services and more comfortable common spaces and offices.

In 2018, we worked on improving our well-being services, focusing on healthcare and prevention by organising medical check-ups for skin cancer, osteopath and nutritionist appointments.

EVOLVING TOWARDS EXCELLENCE THANKS TO OUR PEOPLE

2018 was characterised by great achievements and exceptional accomplishments that we attained thanks to the expertise, passion and drive to excel that distinguishes Zambon’s people.

To ensure the fulfilment of our business goals, we reinforced and finalised the organisation of our HQ and of our local branches. We strengthened our Global function by hiring people with international experience, whilst also investing in the development of our internal staff. In Europe, we grouped mid-sized countries creating a Cluster – both enhancing their important input in business strategies, and creating opportunities for professional development.

In 2018, following the deal with AstraZeneca for the distribution of Fluiimucil® ampoules in China, Zambon devised significant investment plans for the Vicenza plant that would be supplying the Chinese market.

We professionally trained young school and college graduates whilst implementing a “lean manufacturing” approach by revising our organisation and production process.

To allow us to concentrate on other core products, we undertook a global review of the organisational layout of our branch in China that involved

both the sales network and the branch itself.

The second edition of “Up-Days” allowed us again this year to invest in our own Talents. 15 young members of our staff from different Zambon Countries were involved in this project and attended the “World Business forum 2018” promoting – through activities of training and engagement – Zambon’s Leadership motto: “Be brave!”.

We set-up “Z-Gen” a 24 month programme with three different assignments in strategic areas for the Group, one of which is international, in order to retrieve the best talents out there. In 2018, we hired three young staff members in Global Marketing, Open R&D and Medical Department.

In 2018, we worked on “Digital Transformation” through the creation of a Manifesto, which focused on three main areas of development for digital projects.

The key element of “Digital Transformation” is the “Digital School”, a learning “gym” to train the digital capabilities and mindset of all Zambon staff.

There are four different paths – with different levels of complexity – several types of learning and an accelerator that supports ideas of innovation. A digital check-up

assesses the appropriate path by mapping digital readiness and lateral thinking.

Gamification Dynamics make the training experience engaging, and – exactly like in a gym session – you can choose your own level of effort.

The Digital School is part of the foundation of the Corporate Academy “Zambon Learning way” that in 2018 focused on the Company’s cross-sectional skills. In order to become a multinational Company made of International professionals, we have set-up a linguistic proficiency programme called “Becoming Global”, which in 2018 has – on average – improved by 2 levels the language skills of 50% of our staff in Italy.

Likewise, our commitment to invest in key technical competencies is growing, registering an average of 2 days of training per person.

ZOÉ FOUNDATION ZAMBON OPEN EDUCATION

MEETINGS, EDUCATION AND PARTNERSHIPS

The ZOÉ – Zambon Open Education Foundation contributes to the development of knowledge, information sharing, and communication improvement in the health and well-being fields through events, educational activities and cultural initiatives.

In addition, by promoting meetings with national and international experts and scientists and availing of the precious support of its team of Volunteers, ZOÉ raises awareness on the importance of self-care and well-being.

In March 2018, Zoé promoted the Vicenza edition of the **Brain Awareness Week**, a worldwide campaign that every year presents progress and benefits of scientific research on the brain, based on the work performed by different partners all over the world. The 10th edition of **Vivere sani, Vivere bene** (Live healthily, Live well) was held in October. The

main topic was a *healthy mind*. **26 events in 9 days, 31 leading figures and 5,500 participants** gathered to promote life styles that preserve daily well-being, and to give insights into self-care and care of others throughout the disease.

Furthermore, during the year, 223 volunteers specialised in reading aloud, participated in the *Tessitori di Voce* project in 5 cities in Northern Italy, to give relief to patients undergoing long-term care in hospitals – also those affected by neurodegenerative diseases – and to the elderly.

Finally, thanks to Zoé, the famous **writer Jace** transformed an area of Vicenza into an open-air work of art that underlines the importance of restoring the value of imagination that allows us to dream. **Looking beyond the present to invent the future.**

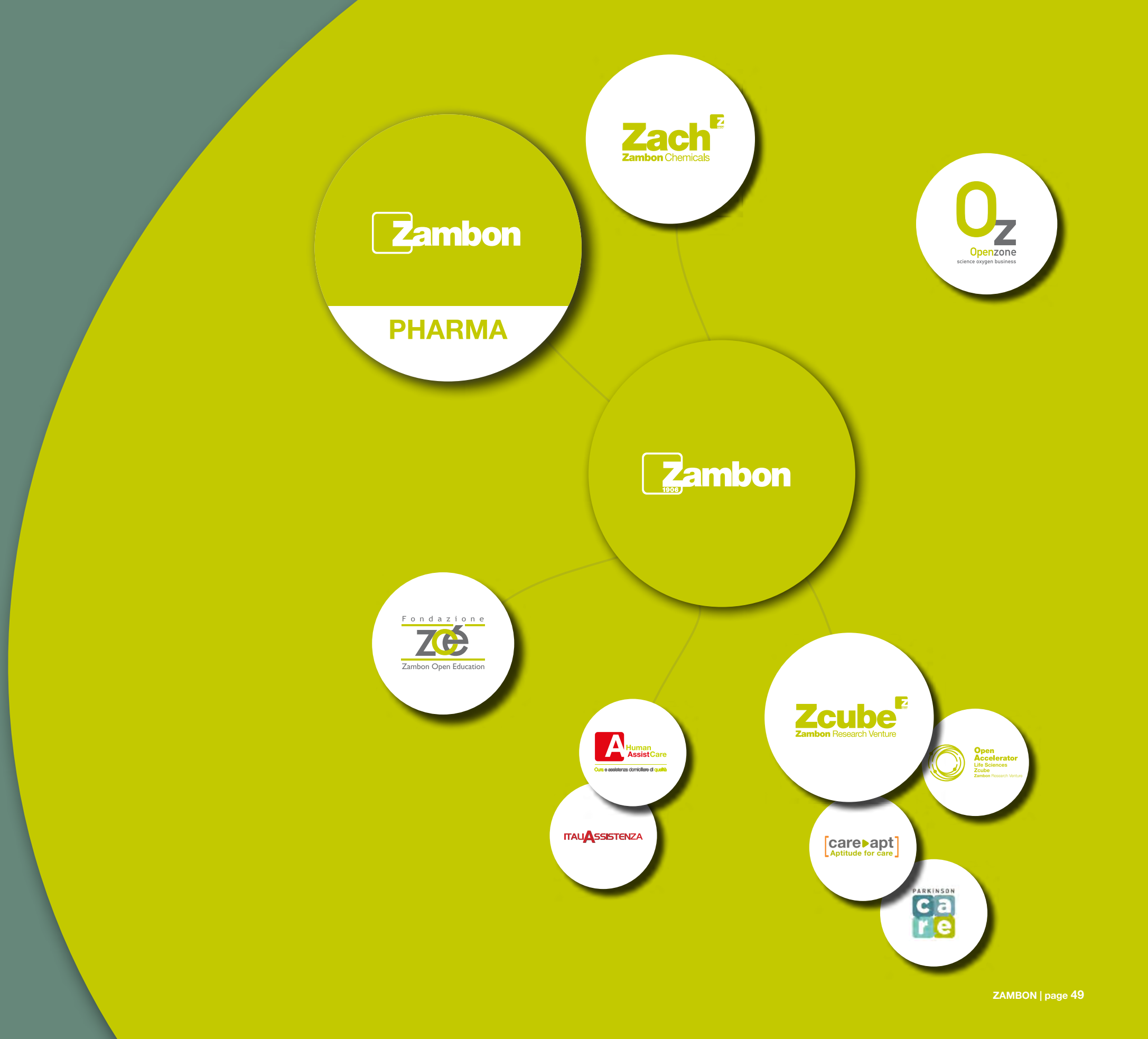


BRAIN AWARENESS WEEK: TO PRESENT
PROGRESS AND BENEFITS OF SCIENTIFIC
RESEARCH ON THE BRAIN

VIVERE SANI VIVERE BENE: TO PROMOTE LIFE
STYLES THAT PRESERVE DAILY WELL-BEING

TESSITORI DI VOCE: TO GIVE RELIEF TO PATIENTS
UNDERGOING LONG-TERM CARE
IN HOSPITALS AND TO THE ELDERLY

INNOVATING
CURE & CARE
TO MAKE
PATIENTS'
LIVES
BETTER



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LIFE ENHANCED – p. 1

在Zambon(赞邦),我们深信生活和生存之间存在着巨大差异。自1906年以来,我们一直致力投资可以改善患者生活的创新产品。但这还不够。我们还对人们倍加呵护,以及他们的家人、工作、梦想和激情。无论是让患者康复,更好地与他人共处,还是让他们的生活变得更好,我们的使命是开发药物和现代健康解决方案,让人们真正享受自己的时光,提高他们的生活品质。因为对于赞邦而言,生活品质意味着每时每刻都要生活得更好。

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总裁寄语 – p. 6

体验这一积极变革过程是一种巨大的能量来源，它汇聚了赞邦113年的历史遗产，并将赞邦全球投射到全新的疆域。
首先，我要向为赞邦企业形象做出贡献的所有人表示衷心的感谢，他们将“INNOVATING CURE & CARE TO MAKE PATIENTS’ LIVES BETTER”（创新治疗方法，改善患者生活）的使命转化为项目和成功机会，用好奇心、能力和努力，取得优异成绩。

以我们的价值观作为坚实的支撑，我们秉承公司创始人“启发者的灵感”这一承诺，我们将其转变为“创新者的灵感”，面对变化，我们不断创新，收集当今的各种讯息，为患者寻找新的解决方案。

令人满意的是，2018年又是增长的一年，作为一个集团，我们实现了7.23亿欧元的营业额和8,200万欧元的净营业利润率。
赞邦制药经历了显著的增长，为保证中长期发展，赞邦采取了一系列措施。Zach化学方面的业务继续按照新的方向实现增长。

这些结果证实了现有战略计划的稳健性，受其鼓舞，我们将继续坚定不移地追求我们的使命：创新治疗方法，改善患者生活

我们雄心勃勃，拒绝平庸，我们探索新的道路，随时准备迎接新的挑战。

作为集团的研究型合资公司，Zcube也同样展现了这一势头。作为我们的创新引擎2，Zcube秉承不断寻求现代健康解决方案。得益于Open Accelerator、Zcare和新生的CareApt，从2019年第二季度开始，Zcube将一种新的协作医学模式ParkinsonCare推向市场。

在健康呵护方面，我们的家庭护理部门，子公司ItaliAssistenza也取得了积极成果，这得益于与领先制药公司合作开发的患者支持计划的增加。ItaliAssistenza通过人工辅助护理迈出了国际化的第一步。

我们愈发相信，公司间通过对话和倾听可以创造未来：过去十年来，Zoé基金会 - Zambon Open Education (赞邦开放教育) - 一直致力于传播和肯定这些向世界开放的价值观，这强化并体现了赞邦的独特性。

事实上，让我们脱颖而出的是我们积极性，这是所有企业共同的风格特质，虽然它们的经营业务不同，但所有人都在投身与一个致力于健康的科技园。

Openzone遵循其角色属性，如今在沿着自己的路线前行，专注于提升研究领域，探索新的活动和观点，包括公认的社会功能和国际视野。

“我们以独特的方式在健康领域创造价值，促进动态社区并有助于获得技能和资本”

让公司持续发展的最好方法是不断倾听：这是自1906年公司诞生以来的企业形象，是我们独特的价值观。我们的本质表现在：
LIFE ENHANCED (提升生活品质)。

“比以往任何时候都更加令人信服，我们共同努力，让历经113年的赞邦以更快的速度‘启动’”。
Elena Zambon 赞邦集团总裁

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CEO寄语 – p. 8

2018年确切地证实了我们过去几年所采取的战略价值，同时体现了我们既定宏伟目标的具体性。
赞邦制药的收入超过6.82亿欧元，尽管汇率原因造成约1,800万欧元的负面影响，但与2017年相比仍然增长了近3%，如果没有这一影响，增幅将超过5%。EBIT (息税前利润) 与2017年相比也有所增长，达到8,980万欧元，考虑到研发投入的增加，这确实非常可观。
另外，我们还投资超过1,800万欧元建设新的工厂 (圣保罗)，并升级现有工厂 (维琴察和海口) 的技术，使其越来越具有竞争力。
我们对科技的投资也显著增加。我们继续加强我们的管道和我们未来的建设。特别是，在2018年，我们在研发方面投入了5,700万欧元，比2017年增加了24%。我还想强调我们在美国取得的进展，通过我们在与囊性纤维化无关的支气管扩张中的创新工作所做出的努力，使得“Fast Track” (快速通道) 和“QIDP” (合格传染病产品) 的名称，已获得美国食品和药物管理局的认可。令我特别自豪的是，赞邦是世界上为数不多的积极开发针对这种疾病的有效治疗方案的公司之一，而且我们的方法被证明对众多病人和临床医生有效。此外，针对现有制剂 (如沙芬酰胺)，我们正在继续开发新适应症的研究，并利用E-dry等创新技术丰富管道。
在中国，我们设有一个拥有极具吸引力且增长快速的投资组合，我们与阿斯利康签署了一项针对中国市场的重要协议，将Fluimucil®瓶装药剂的推广和分销权给予阿斯利康，从而进一步将我们当地的销售力量集中于其他产品在中国的渗透。
该协议进一步加强了赞邦在中国医院市场的扩张，同时，在意大利的产量水平呈指数级增长，维持了药品的生产。
刚刚结束的一年，在经济效益、开发、渠道和业务计划的加强方面无疑均取得了积极的成果，在全球范围内也得到越来越多的认可，知名度也获得了进一步的提高。
出于这一原因，我们正通过Life Enhanced (提升生活品质) 这一理念提升我们的企业形象。
我们希望，公司的形象与1906年以来我们一直坚守的价值观保持一致，我们具有很强的责任感，这使赞邦在寻找创新解决方案和改善患者生活的雄心方面与众不同，因为对于赞邦而言，生活品质意味着充分享受每一时刻。

今年，我还要感谢世界各地所有同事所做的出色工作，没有这些努力，我们就无法取得如此重要的成果，没有这些成果我们就无法为所有这些医生、患者和那些需要明确答案和切实影响的家庭提供支持。

我们将继续加强我们的管道和未来的建设。
Roberto Tascione 赞邦集团CEO

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Zambon Pharma (赞邦制药) - p.12 帕金森

帕金森症
帕金森症是一种缓慢但进行性发展的神经退行性疾病，主要涉及诸如运动和平衡控制等机能，并且会对造成情绪和肌体造成影响，从而使患者的生活质量下降。

这是世界上第二大最常见的神经退行性疾病，并且由于人口老龄化和相关疾病等因素，正在呈现增长趋势。

我们的努力
从2015年起，我们开始致力寻求创新解决方案方面，推出沙芬酰胺 (Xadago®)，随着该产品在欧洲逐渐推广后，2017年也可供美国患者使用。
凭借其双重作用机制，沙芬酰胺将多巴胺能作用与非多巴胺能作用相结合，从而对疾病的运动症状 (如僵硬、震颤和运动迟缓) 和非运动症状 (如疼痛、冷漠、抑郁症状和紊乱) 起到作用。

这些年来工作正逐步将我们定位为科学界的研究伙伴之一，这主要归功于在几个方面的努力：从对通过新的临床研究产生的科学证据进行研发和生产，到支持教育活动，包括各种国际会议，特别值得重视的是与主要患者代表小组的合作。

我们的发展前景
自2015年以来，欧洲和美国的5万多名患者已经从沙芬酰胺的效果中受益，我们正在努力确保在未来几年内有越来越多的患者可以利用到这种治疗选择。特别是我们正在努力确保2019年在加拿大、澳大利亚和哥伦比亚，以及2020年在巴西也可以使用沙芬酰胺，并让世界更多的国家推广使用。

此外,我们正在致力优化该制剂的使用,我们希望能对其他类型的帕金森症患者给予支持。最后,我们正继续投资,以寻找中枢神经系统其他领域的新治疗方案。

2018年,沙芬酰胺的营业额为3,800万欧元,与上一年相比增长了24.4%,尤其在西班牙、德国、意大利和比利时增长尤为显著。

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Zambon Pharma (赞邦制药) - p.14 严重呼吸系统疾病

呼吸系统罕见疾病

囊性纤维化是最常见的严重遗传性疾病。这是一种多器官病变,主要涉及肺部,受慢性感染和炎症影响,导致其逐渐恶化。

这是一种复杂的疾病,全世界有大约10万名患者:不同患者的严重程度和症状类型可能会有较大差异,但由于医学和制药领域的不断进步,受影响人群的预期寿命已显著增加。

以患者为中心

除了投资开发创新药物外,赞邦还致力于寻找可改善囊性纤维化患者生活的解决方案。例如与飞利浦合作开发的设备I-Neb,可以为患者和操作人员提供支持,确保适宜的治疗依从性。

目前正在为支气管扩张患者进行的两项注册研究,是赞邦在严重呼吸系统疾病治疗和管理方面寻找创新解决方案的又一项努力,以应尚未能满足的临床需求。**事实上,支气管扩张症是一种严重的孤儿病,在世界范围内正在增长,还没有专门的药物。**

着眼重要目标

对于赞邦及其在严重呼吸系统疾病方面的努力,2018年是关键的一年,特别是使用磺粘菌素(Promixin®)对患有铜绿假单胞菌慢性肺部感染的囊性纤维化患者的对症治疗。

此外,已启动PROMIS 2,这是针对支气管扩张治疗开发第三期中的第二项研究。PROMIS 2,结合了2017年启动的同轨研究PROMIS 1,该项研究已在美国和拉丁美洲临床中心进入重要的患者招募阶段。

临床研究PROMIS 1和PROMIS 2,涉及了全球800余名患者。

我们的目标是在2022年之前,获得在欧洲和美国使用磺粘菌素和I-Neb治疗与囊性纤维化无关的支气管扩张患者的适应症。

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Zambon Pharma (赞邦制药) - p. 16 咳嗽与感冒

呼吸系统疾病

呼吸系统疾病包括多种类型的病理,从季节性疾病,如咳嗽、流感或急性支气管炎,到慢性呼吸道疾病,如慢性阻塞性肺病(BCPO)。世界卫生组织估计,全世界每年有300万到500万人感染重度流感,而与流感有关的年死亡病例则从29万到65万不等。

针对性研究与传播

2018年,赞邦投资了一项针对Fluimucil®的国际宣传活动,并通过建立一个专注于分析NAC抗氧化活性的多学科专家团队,巩固了其科学界的承诺。最终,治疗领域的组合得以进一步扩大。西班牙,作为我们的主要市场之一,已推出Flumilexa®,这是一种处方药物,适用于慢性呼吸道疾病。

一段成功的历史一段成功的历史

呼吸治疗领域占公司营业额的45%,并且仍在不断增长。赞邦提供广泛的解决方案,可以为不同类型的患者提供帮助。其旗舰产品Fluimucil®,继2017年之后,今年再次实现了两位数的显著增长(+12%)。

50年来,该产品在市场上始终表现出色,在2018年,也开始在中国市场上推出。正是在中国,凭借与阿斯利康的Fluimucil®瓶装药剂的独家经销协议,使越来越多的人能够使用到我们的产品。

还值得一提的是,是Seki/Flutox®的优异成绩,与2017年相比实现了9%的增长。

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Zambon Pharma (赞邦制药) - p.18 疼痛

疼痛的类型

全世界85%的人口在一生中至少遭受过一次头痛和身体疼痛的影响。全球一半以上的人口(56%)每周都会出现一般性疼痛,而四分之一(23%)的人每周受到头痛问题影响,总体人口上达到86%。这种痛苦(中度或急性)的症状,经常对患者的日常生活造成不良影响,在许多情况下导致(大约1/2)自我隔离。

对抗疼痛的配方

Spidifen®(布洛芬和精氨酸盐)是一种非甾体类抗炎药,用于治疗急性疼痛,轻度至中度。这是一种独特的配方,可确保疼痛及炎症治疗的安全性和有效性。

SPIDIFEN®: 显著增长

在2018年,Spidifen®取得了巨大成果:营业额比上一年增长了6%,全球营业额超过5,700万欧元。这一结果主要受到中国(相比2017年营业额增长41%)和意大利(相比2017年营业额增长51%)的推动,并且在西班牙和法国也得到巩固,这两个国家占总收入的50%。2018年,公司投资了一项专门针对Spidifen®的全球宣传活动,但不包括中国市场,而是为其举行了一项特殊活动。此外,专门的医疗类新传播材料对药物进行了更加清晰的定位,突出了布洛芬和精氨酸盐组合的潜力。

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Zambon Pharma (赞邦制药) - p. 20 女性健康

造福女性

尿路感染(UTI)非常普遍,每年影响全世界约1.5亿人,特别是女性。据估计,有二分之一的女性(50%)在其一生中至少患过一次,25%的女性会再次感染。这些感染主要是由埃希氏菌引起的,占病例的75-90%。

应对泌尿系统感染

三十多年来,赞邦一直关注女性的幸福和女性的健康。Monuril®是我们公司对抗尿路感染的答案。由于

其独特的作用机制,其活性成分(磷霉素氨丁三醇)被国际指南推荐用于治疗此类感染。

MONURIL®: 一个稳固的品牌

在2018年,Monuril®在公司营业额方面,成为排名第二的产品,与去年相比增长了5%,在全球范围内达到了9,000万欧元的销售额。尽管存在来自非专利药品的竞争和价格压力,但这些结果使我们能够巩固在欧洲主要国家市场领导者的角色。

其中意大利、俄罗斯、西班牙、巴西和比利时的作用尤其突出,占总销售额的65%。同样值得注意的是巴西的表现,与2017年相比,销售额增长了9%,而经销商的营业额与去年相比增长了11%。

2018年,赞邦还通过调整产品的关键信息,为医学课程开展了一项新的全球宣传活动。最后,为了继续支持与临床医生的公开对话,邀请主要科学学会的关键意见领袖们参与了一个跨学科咨询委员会,旨在更好地了解临床实践和磷霉素氨丁三醇在尿路感染中的应用。

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Zambon Pharma (赞邦制药) - p. 22 至臻科学

创新构建我们的未来

2018年,赞邦在战略性治疗应用的研发方面取得了重大进展。

神经退行性疾病:沙芬酰胺(Xadago®)

继续执行临床计划,以表征沙芬酰胺的双重作用机制。

与帕金森症有关的疼痛的第四期研究已于2018年底开始。在同一时期,开始了L-多巴诱导的运动障碍(PD-LID)的第三b期研究和MSA(多系统萎缩)的第二a期研究,这是一种与帕金森症类似的孤儿病程度的神经退行性病变。

呼吸系统感染:通过I-Neb®的磺粘菌素(Promixin®)

2018年,在欧洲、南北美洲、澳大利亚和新西兰进行的第三期注册研究中,取得了两项关键性进展。这是针对使用I-Neb®雾化器对磺粘菌素给药所进行的研究,用于治疗与囊性纤维化(NCFB)无关的,由铜绿

假单胞菌引起感染的支气管扩张患者。两项注册研究均处于患者征募阶段。2018年12月,利用 I-Neb®进行雾化给药的磺粘菌素粉剂,因其“预防与囊性纤维化(NCFB)无关的,由铜绿假单胞菌引起感染的支气管扩张成人患者的肺部恶化”适应症,获得FDA(食品和药品管理局)颁发的“QIDP”(合格传染病产品)和“快速通道”称号。

前期开发过程中的项目

2018年,新的项目加入到去年的已有项目,管道更加丰富。有3个项目正在进行临床前开发。第一个项目涉及开发一种全新级别的活性抗生素,以对抗多重耐药革兰氏阴性菌,用于治疗严重临床感染,包括肺部感染和尿路感染。2018年期间开展的活动侧重于配方、分析开发以及临床前“安全”和药理学测试,以支持首次开展人体研究。第二个项目是使用专有E-dry®技术配制的抗真菌产品,目前正在开发一种吸入粉剂,用于治疗哮喘患者对烟曲霉(ABPA)的超敏反应。该产品目前处于0期,预计将在年底进入临床阶段。第三个项目针对非结核分枝杆菌引起的肺部感染,这是严重慢性肺病患者的重要问题。对于目前用于NTM治疗的一些抗生素,正在评估其是否适合使用E-dry®技术进行配制。该计划正处于“先导药物优化”阶段,目标是在2020年确认为可进行临床测试的产品。

Fluimucil®(N-乙酰半胱氨酸)

在2018年,Fluimucil®(N-乙酰半胱氨酸)成为众多科学研究和活动的中心。例如,5月在美国圣地亚哥举行的美国胸科协会(ATC)大会结束时,召开了一个重要的国际咨询委员会会议,聚焦N-乙酰半胱氨酸在一种慢性、致残且可能致命的疾病 - 特发性肺纤维化治疗中的使用。

N-乙酰半胱氨酸在视网膜色素性变患者中的使用

在美国,关于使用N-乙酰半胱氨酸的临床研究继续在视网膜色素性变患者中进行,这是一种罕见且严重的遗传性孤儿病,影响色素上皮和视网膜,导致视力逐渐和渐进性丧失。该项研究的第一批结果将于2019年公布。

Monuril®(磷霉素氨丁三醇)

5月,在法国尼斯举行了国际顾问委员会,该委员会允许启动国际SURF研究,以评估抗生素对磷霉素和其他常用于尿路感染的抗生素的耐药率,最终目的是证明与其他抗生素相比磷霉素具有更低的耐药性。

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Zambon Pharma(赞邦制药)- p. 26 业务发展

可靠性和增长战略

2018年,巩固了过去几年的正增长趋势,从而加强了赞邦在国家和国际层面作为优秀合作伙伴的作用。

今年同样,基于国际化、核心产品最大化和专注治疗领域的战略,我们取得了相当可观的成果,赞邦制药的收入与2017年相比增长了3%(超过6.82亿欧元)。此外,2018年与阿斯利康签署了重要协议 - 我们将Fluimucil®瓶装药剂在中国的推广和分销权向其转让,进一步扩大对中国市场的占有率。

针对业务发展的领域是国际化战略成功的关键因素之一,在未来几年,将对中国、巴西、俄罗斯和美国等对我们来说最具战略意义的市场保持持续专注。在注册和商务领域积累的历史专业知识、卓越的生产和营销流程、决策的速度、程序的细致以及在合作关系中可靠的工作能力,让赞邦成为值得信赖的合作伙伴,能够孕育出成功的协同效应。

对于赞邦现在与未来的增长,投资也至关重要,在2018年的投入尤其可关,研发费用为5,700万欧元(与2017年相比增加24%),对全球的生产设施投资超过1,800万欧元,以提高竞争力从而应对特定项目日益增长的需求。

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Zambon Pharma(赞邦制药)- p. 28 工业业务运营

创新、高效、优化,始终更具竞争力

赞邦制药的生产基地以其卓越的创新能力和高效率而尽显出色。维琴察(意大利)、卡德姆皮诺(瑞士),海口(中国)和圣保罗(巴西)的生产基地保证为世界上87个国家提供高价值产品和服务,并特别关注技术水平与合规性。

2018年,凭借“IBO”(工业业务运营)功能的组织模式,各集团工厂之间的优化和协同作用的活动日益加强。

特别是,专注于流程改进、成本降低、质量提高,精益实验室和培训以及资源开发上。

根据公司的战略目标,2018年投资约1,800万欧元,主要用于建设新设施以及改进现有工厂的工艺和技术。根据公司的战略目标,2018年投资约1,800万欧元,主要用于建设新设施以及改进现有工厂的工艺和技术。

在意大利的维琴察工厂,根据中国与阿斯利康的销售协议,推出了“马可波罗”项目,为满足中国市场的需求建造一座新厂房,专门生产Fluimucil®300毫升瓶装药剂。

在瑞士的卡德姆皮诺,仍在继续与数据完整性相关的合规活动,以确保进入市场的生产批次分析数据在分析实验室中的完整性或不可更改性。在这一年中启动了多个项目,以优化维琴察和卡德姆皮诺工厂的生产过程,包括将维护和生产活动整合在一起的“自主维护”,旨在通过改进生产设备的停机维护效率,提高生产力。在中国海口的工厂,2017年竣工的新仓库已全面投入运营,并且设备更新换代的重大投资已经获批。此外,还通过了该工厂约一千平米的全新设计厂房,目标是到2020年实现生产过程的高效率。对于巴西来说,2018年是一个非常繁忙的一年,新工厂的建设工作已经完成。所有设备的搬迁均已完成,且已从当地主管部门(ANVISA)获得了所有必要的卫生许可证。最后,在2018年,规律性地延续了虚拟工厂的生产与分配,这种组织模式用于对为第三方生产的赞邦产品进行集中管理。

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Zach – p. 30 业绩

稳定的化学业务发展计划

“我们在2018年完成了该计划的起草工作,这将使5年内的营业额翻倍,并改善所有经济和财务指标。针对自动化和数字化的投资将会降低成本,提高生产力,具体将对法国Avrillé的生产工厂进行深入的现代化改造。研发实验室的全面更新,将会进一步加强为制药行业提供的服务,使合同开发和制造组织越来越多地能够

以高水平的定制服务于不同规模的客户。Zach将不断提升Avrillé工厂的卓越性,继续成为赞邦集团的化学参考点。”

Lucio Lavacchielli – CEO ZACH

Zach是赞邦集团的化学分部,专门生产活性药物成分(API)和制药行业的先进中间体。

如今,Zach的业务主要集中在委托合成以及非专利药品市场的一些产品上,其总部位于意大利布雷索,并在法国Avrillé设有生产工厂。在这一背景下,以及通过与赞邦在制药业务上的协同合作,正在制定一项投资计划,以加强化工厂,增加仓库的储存能力,并进一步将实验室转变为新的现代化和功能性单元。

设有三个部门:

- 委托合成,投资新技术并加强现有技术,如喷雾干燥、冷冻干燥、纳米和超滤;
- 非专利药品,以曲美布汀和波生坦为代表;我们致力于提高生产流程的效率以及新市场的开拓;
- 专属药品,提高生产能力,实现最大效益。

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Zcube – p. 32

我们寻求并应用创新的解决方案,改善人们的健康

Zcube是赞邦集团的研究型合资企业,成立于2003年,在全球范围内探索生命科学领域的创新和研究。

公司积极参与现代健康解决方案的确立与开发,将新的数字技术应用于健康,如药物输送系统、医疗设备、生物标记、诊断、数字健康和大数据管理解决方案等。

多年来,Zcube在生命科学领域的投资了多项风险投资基金,针对罕见疾病和创新计划共享,开发新的商业模式;此外,公司还开始与一些国际上最重要的大学建立合作关系。去年,公司秉承“现代健康解决方案,让患者生活更美好”的新使命,并与集团的战略保持一直,启用了一个新的结构。在Zcube内部,诞生了Open Accelerator,专门针对生命科学的快速通道加速计划,以及Zcare,在2018年催生了新的CareApt,将Parkinson Care这一针对帕金森症患者的全新合作医疗模式推向意大利和欧洲市场。

Zcube – p. 34 开放加速计划

生命科学领域的加速计划

2018年,通过一项得到16个国家78家创业公司响应的“Call for Projects”(号召项目),Zcube为生命科学领域的初创公司和研究人员推出了第三版国际加速计划。

开发加速计划与赞邦的战略保持一致,2018年特别关注中枢神经系统和呼吸系统的治疗领域,包括罕见疾病。该号召旨通过融资为初创公司提供支持,这些公司有可能获得高达10万欧元的“种子”投资,并有机会与赞邦建立战略合作伙伴关系。

四个相关领域:

可穿戴设备和数字健康、大数据、医疗设备、生物标记和诊断以及药物输送系统。

在78个候选项目中,有11个被选中参加每个单独创业公司的定制加速计划,该计划利用开放空间并通过远程会议创建。该计划是与Deloitte的创新办公室合作,在意大利天使生物技术公司(IAB)、Innogest、Premio Marzotto、Unicredit StartLab和Bird & Bird律师事务所的支持下进行。

得益于赞邦的支持以及全球导师和合作者网络的贡献,为初创公司提供了多学科专业知识,助其在市场上取得成功。此外在2018年,有三家初创公司获得了一份合作伙伴关系协议:一份Zambon贷款,用于研究和创建本公司与初创公司之间契合的特定商业案例。

一个专门的委员会审查了进入决赛项目,宣布了4个优胜项目:

- **Prindex:** 基于血样的非侵入性多发性硬化症早期诊断的血液检测 - Università Federico II, 意大利那不勒斯。
- **Vilimball:** 球形装置,可暂时减少手的特发性震颤 - Kaunas University of Technology, 立陶宛考纳斯。
- **Mobile GaitLab:** 帕金森症患者运动传感器,集成到可连续记录步态数据的矫形鞋中 - Universität Erlangen, 德国纽伦堡。
- **LungPass:** 数字听诊器,可远程监控慢性阻塞

性肺病患者肺部声音并防止恶化 - 白俄罗斯明斯克。

最后,喀麦隆诊所获得了1万欧元的特别奖,这是一个特殊快速通道的主角,该应用程序可实现患者和专家的远程连接。

Deloitte、Bird&Bird和Welion-Generali Assicurazioni计划的合作伙伴还为Mobile GaiLab、Parkintest、Prindex、Lung Pass和Spyras项目提供投资和咨询服务。

Zcube – p. 36 CAREAPT

护理成为真正的关系体验

Zcare是Zcube的分部,秉承“创新治疗方法,改善患者生活”的使命,致力于开发高科技/高触摸式集成解决方案,将慢性病的治疗转变为一种关系体验和对人的关注。

2018年9月,Zcare启动了全新CareApt(其中Zcube投入了全部资金),专注于慢性神经退行性疾病和呼吸系统疾病,在临床援助阶段进行家庭内部操作(‘持续护理’),保证患者获得所有相关医疗人员的专业支持。

受到协作医学原则的启发,CareApt致力于将医疗保健方面的典型技能融入到疾病的日常体验中。CareApt解决方案为受助者和相关专业人员提供一个协作平台,由专门负责患者和护理人员的病理管理理员进行协调。

PARKINSONCARE: 当你需要时,专家会帮你

2018年,CareApt开发并验证了ParkinsonCare,这是首个为帕金森症患者提供协作医疗的综合模型。ParkinsonCare为每位患者及其护理人员配备两名专业护士,他们在日常生活中始终关注疾病,并通过多渠道平台工作,通过该平台可将信息与治疗医生共享,并保证护理团队成员之间持续治疗关系和协作的发展。ParkinsonCare的护士经过由意大利和国际领先专家设计的培训课程的学习,将成为真正的教练,可为患

者提供所有必要的信息,为实际问题和生活质量提出具体的解决方案。

通过这种方式,患者可掌握自己的健康,这要归功于根据其健康目标设计的综合护理策略。

OpenZone – p. 38 科学、氧气、业务

让研究创造商业价值

“我们以独特的方式在健康领域创造价值,促进动态社区并有助于获得技能和资本”,这就是开放空间的使命,让研究创造其商业价值。

OpenZone是赞邦专为健康创建的园区,旨在加强其研究的思维和体验方式。旨在建立不同领域、语言和技能之间的桥梁,是一个基于开放式创新的知识交流场所。

如今拥有15,500平米的办公室,7,500平米的实验室(其中1,600平米为良好操作规范),并拥有23个组织,包括国际公认的一流先进的生物技术、制药和基因疗法企业。

2018年,通过新闻发布会宣布,已启动一项重要的发展计划,利用6,000万欧元的投资,将使OpenZone的空间翻倍,到2021年整体面积将达到37,000平米,可容纳1,200人。第一座完工的建筑为Z-life,这是Zambon Pharma(赞邦制药)的新家,增加了4,500平米的新面积。

2018年还启动了一个演化过程,通过有针对性的活动,将推动开放空间社区的发展。采取的第一步,是创建一个专门的网站,以呈现园区丰富的成功故事、园区企业负责人参与的系统化展会会议、所组织的OpenZone讲座、与创新主角和来自科学、经济和机构的世界级权威专家的会面(2018年,麻省理工学院和哈佛大学博德研究所所长Issi Rozen,麻省理工学院城市感知实验室建筑师、工程师和主任Carlo Ratti)。OpenZone还与卫生部门的所有对话者有着密切联系,以促进米兰和伦巴第在全球范围内得到越来越多的认可,成为生命科学的卓越地区。

ItaliAssistenza – p. 40

超越文化的家庭援助

ItaliAssistenza作为集团的公司,专门从事为患有慢性病的患者提供家庭护理。在2018年,实现了超过900万欧元的营业额。

自1993年成立以来,一直在整个意大利运营,这要归功于Privatassistenza,这一全国性网络现在拥有220个运营点。凭借8,000名有资质工作人员的努力,ItaliAssistenza每年可以为约4万个家庭提供服务。公司完全参与了人工辅助护理(HAC)项目,利用该品牌,赞邦正为意大利和欧洲家庭护理领域带来创新。项目以人文本(Human),通过高度专业的协助(Assist)照顾病人(Care)。

Human Assist Care 是迈向国际化和服务出口的第一步。事实上,位于卢加诺的第一个直接管理的家庭护理中心在整个提契诺州活跃起来。ItaliAssistenza与制药公司合作,通过PSP(患者支持计划),将其活动重点放在慢性治疗的管理上。PSP旨在确保药物治疗的遵守性和有效性从“护理”概念转变为“照顾”概念,通过建立家庭、电话和技术服务结构体系的组织,满足慢性病患者在治疗过程中的需求。事实上,低遵守性被认为是治疗无效的主要原因。许多研究表明,遵守率低于50%,特别是在慢性病中,对患者和卫生系统都会产生严重后果。PSP可确保提高这些比率,在许多情况下可实现最佳遵守。ItaliAssistenza利用有具有特定技能的专业人士组成的计划委员会进行这些计划的开发。ItaliAssistenza目前管理着活跃于不同治疗领域的30余个PSP。

集团集团 – p. 44 员工与文化

BENVIVERE

“Benvivere”是一个国际项目,为赞邦在世界各国的员工提供关爱,其主要目标是提高在我们公司内的生活质量和工作质量。

12年来, Benvivere一直代表着我们的生活方式, 将企业作为一个个人成长和专业的地方, 以满足共同的归属感。我们提供各类服务, 并使公共区域和办公室更加舒适, 鼓励相互交流思想, 为创造力提供自由空间。

在2018年, 特别关注了健康和预防的主题, 组织了皮肤癌控制检查, 配备了骨科医生和营养师, 并加强了与健康有关的所有服务。

凭借人们的努力, 持续改进, 走向卓越

依靠赞邦员工的出色能力、热情和意愿, 2018年成为了我们取得巨大成功和达成卓越目标的一年。

为了确保实现业务目标, 我们对总部和各地方的组织架构进行了整合与完善。特别是, 我们通过吸纳具有国际经验的人员加强了全球职能, 并启动了内部资源开发过程。在欧洲, 我们建立了一个群, 对中型国家进行分组, 增强其公司战略规划背景下的重大贡献, 并为个人的职业发展创造新机会。

2018年, 在与阿斯利康公司就在中国分销Fluimucil®吸入剂的战略协议后, 赞邦在维琴察工厂启动了重要的投资项目, 将为中国市场供应产品。尤其是, 我们通过专业教育途径吸纳年轻毕业生, 同时, 我们开始了一个项目, 根据“精益生产”的概念审查生产流程和工厂组织。

此外, 我们也开始了对中国子公司组织结构全面加强的工作 - 包括商业网络和总部 - 以使其将重点放在其他核心产品上。

今年, 在第二届“Up-Days”上, 我们在集团人才方面继续投资, 涉及赞邦所在不同国家的15名年轻员工。该小组通过开展培训和参与活动, 参与了“2018年世界商业论坛”, 重点关注赞邦领导风格的一个特点:**该特质即为“Be Brave!”(敢于)**。

此外, 为了吸引市场上最优秀的年轻人才, 我们实施了“Z Gen”计划, 该计划包括一个24个月的过程, 具有3个不同的任务, 其中一个国际性的, 属于集团的战略领域。2018年, 有3名年轻员工进入全球营销、开放

研发和医疗部门。

2018年, 我们开展了“数字化转型”。特别是, 由于战略的改进, 我们确定了数字项目的三个主要发展领域。

“数字化转型”的关键要素是数字学校, 这是一个学习的“健身房”, 可以培养数字技能和所有赞邦员工的思维模式。基于数字检查(数字准备和横向思维反映评估), 多种学习格式和创新想法的加速途径, 设计和实施了四种不同复杂程度的课程。游戏化动态使“学习”体验更具吸引力, 并允许人们选择自己的个人努力水平(就像健身房锻炼一样)。

数字学校是公司学院“Zambon Learning way”(赞邦学习方式)的支柱之一, 今年该学院专注于跨企业技能。

顺应“成为拥有国际专业人士的跨国公司”的战略, 2018年我们投资了一个“Becoming Global”(成为全球性)的语言能力课程, 覆盖了意大利50%的员工, 将语言能力平均提高了2个等级。公司对基础技术技能的投资也在稳步增长, 平均每位员工接受了2天的培训。

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集团 – p. 46 ZOE’ 基金会 赞邦开放教育

会议、培训与合作伙伴关系

通过活动、培训课程和文化行动, Zoé基金会致力于知识的发展、信息交流、改善健康和福祉领域的沟通。此外还通过推广与国内和国际专家和科学家的会面, 让公众了解到关爱自己和自身健康的重要性, 并且所有这些得到众多志愿者的宝贵支持。

2018年3月, Zoé参加了”脑宣传周“活动, 这是一项全球宣传活动, 每年都会结合来自世界各地的合作伙伴的活动, 传播大脑科学研究的进展和益处。在10月, 参加了第十届Vivere Sani, Vivere bene(健康生活, 幸福生活)活动, 主题为: 心理健康。9天内举办了26场活动, 31位主角和5,500名参与者了解并推广了有助于保持日常健康的生活方式, 以及疾病中自

我护理与他人护理方面的知识。

此外在Tessitori di Voce(声音编织者)项目中, 全年共有233名专业志愿者在意大利北部5座城市通过文章, 以减轻因神经退行性疾病影响接受护理中的患者和老年人的痛苦。

最后, 凭借Zoé的支持, 著名作家Jace将维琴察的一片区域变成了一个露天的艺术作品, 让人们感受到, 将想象力的价值归还给这一地区, 以回归梦想, 是多么重要。**超越现在, 创造未来。**



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