



Zambon World 2016

Innovating Cure & Care



“ 110yrs time to open

The year 2016 represents for us at Zambon the beginning of a **renewed path**. Our first 110 years anniversary was certainly an important milestone, a symbol of

principles without compromising on anything.

*Change
is a constant
in our life*

We are privileged to have always had at our side the influential image of the founding fathers of our company who, through their entrepreneurial tenacity, helped us to become **a modern multinational chemical and pharmaceutical company founded on the heritage and values of an**

*“We cannot
predict the future
but we can invent it”*

Haldane

(English biologist and geneticist)

the commitment and dedication of **teamwork that has never stopped**; this anniversary is also a new starting point and not merely a celebration of the past. In this way our 110 years take on meaning, because time has no value in itself unless it becomes an opportunity **to welcome change and look to the future**, setting ambitious business objectives for ourselves, within our family tradition and re-affirming our values and our

innovative Italian family - owned enterprise, with ambitious growth and development plans.

2016 has been a year of significant change for the entire Zambon world: the financial results that reached over **700 million Euros** in turnover, are the tangible expression of this change. We reached a milestone confirming the value of our new strategy focused on Parkinson's disease and the respiratory diseases specialties,

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A year
of significant
change
for the entire
Zambon world

re-enforcing the successes of our established products.

The pharmaceutical market of Zambon SpA has been strengthened by a **new management team**, with renewed **energy** and **enthusiasm**, that integrates smoothly with a solid and successful company dedicated to innovation, enabling us to work within the path indicated by the Open Organization. The organizational experience of an **Open Organization** is, indeed, a **new way of working** based on **trust in relationships among people**, with infinite horizons of generativity, counting on the competences, talents and skills of people working within the company and those who cooperate with us from the outside. We share the same **ethical values** and we all feel the great responsibility for **taking care of people's health keeping innovating with an eye to the future**. In this spirit that recognizes in change the defining feature and an engine for the future, during this year of change we executed **the development agreement that ensures continuity and growth to the Lonigo chemical plant** while maintaining the chemical skills and knowledge within **Zach France**. **Zambon** has signed a long-term **strategic partnership** with **FIS** pursuing an **industrial project** that promotes growth and focus in the active ingredients manufacturing

for the pharmaceutical industry. We intend to achieve ambitious goals every day, both as individuals and as part of a group, and we are oriented towards the growth and development in everyday tasks and successes. Everything depends on us and this makes us responsible and above all, **free to choose our future**.



President
Zambon SpA

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Every day
we have
the desire
to achieve
ambitious goals

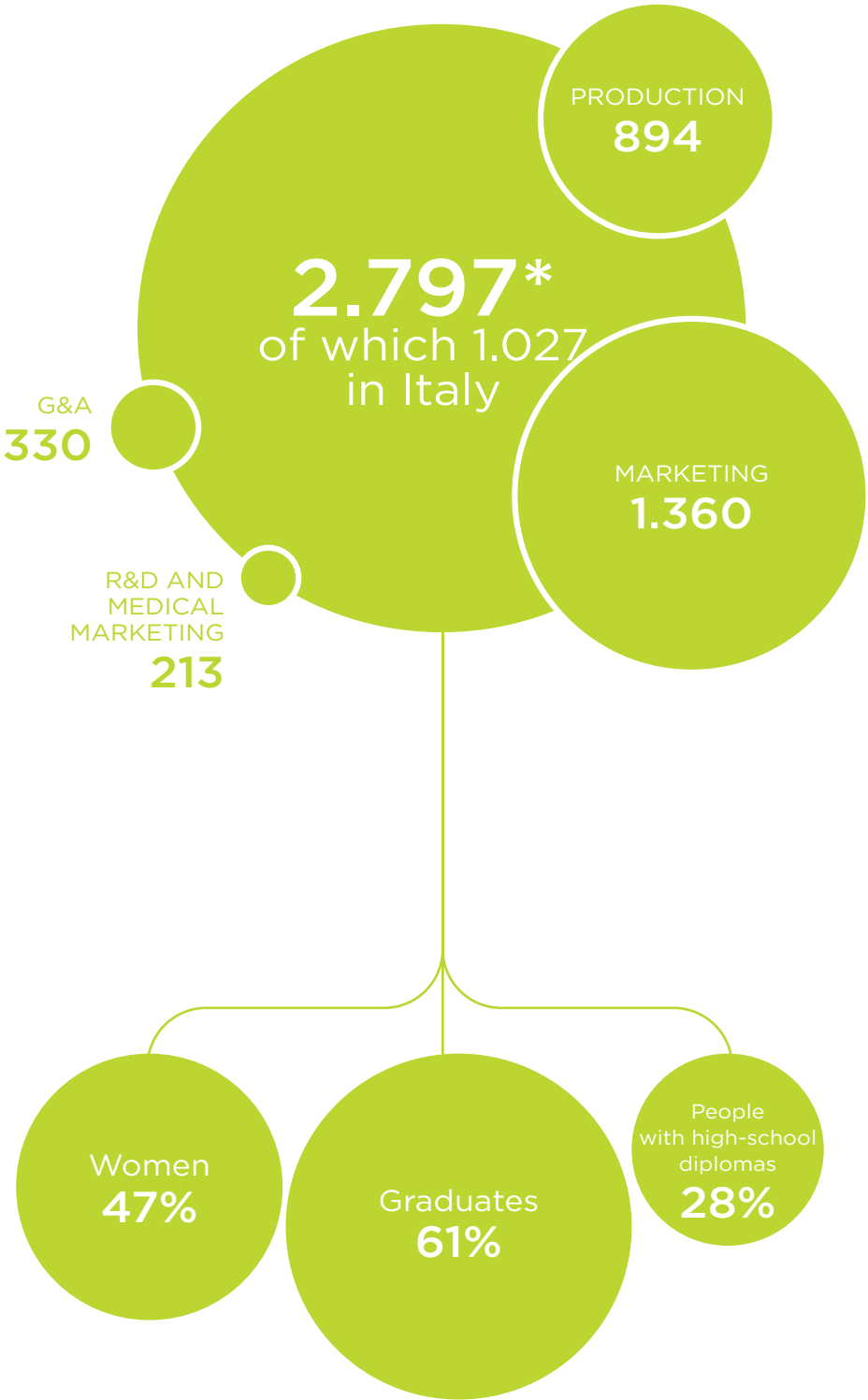
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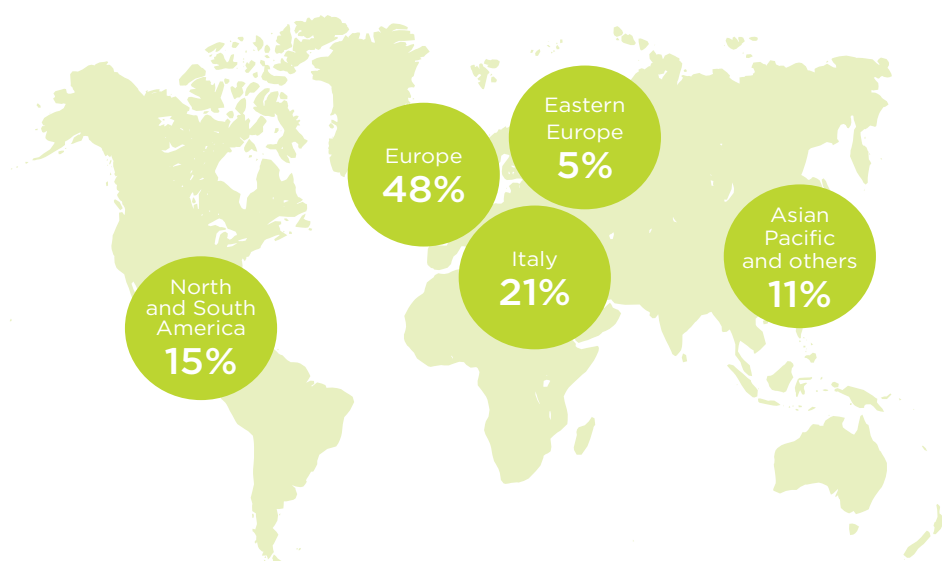
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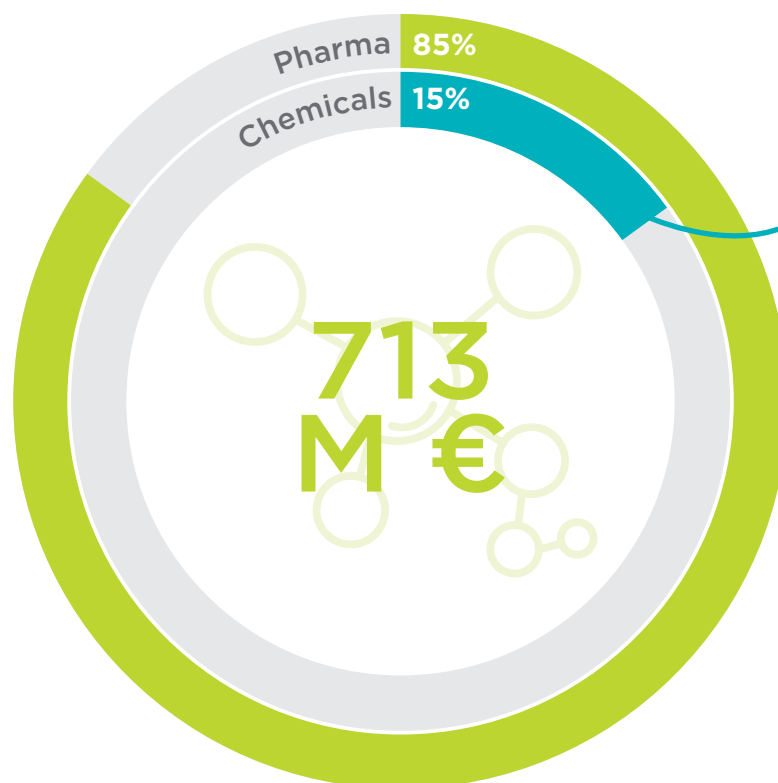
Zambon people
around
the world

*Total number of employees for all group companies

Global sales 2016



Comparing Business



Zambon Company Revenues



Values are expressed in M €

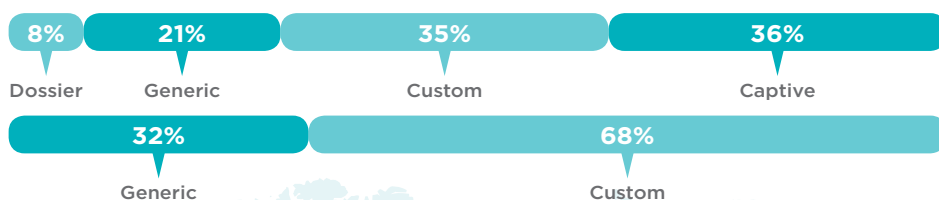
The Chemical Business

Sales (Individual company data)

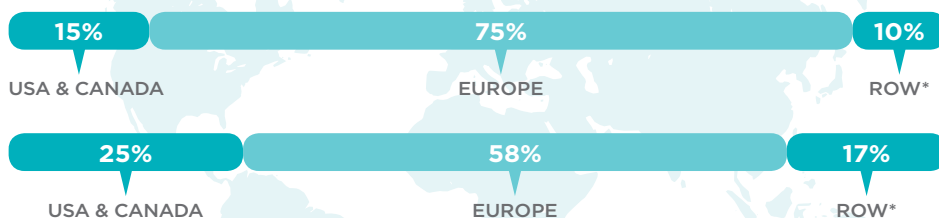
Sales revenues: **147 M €**



Revenues % per segment



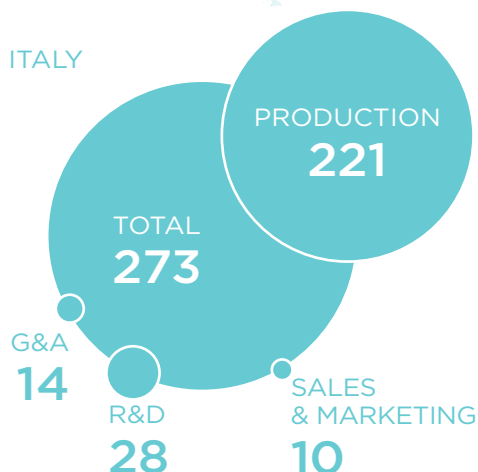
% per geographic area



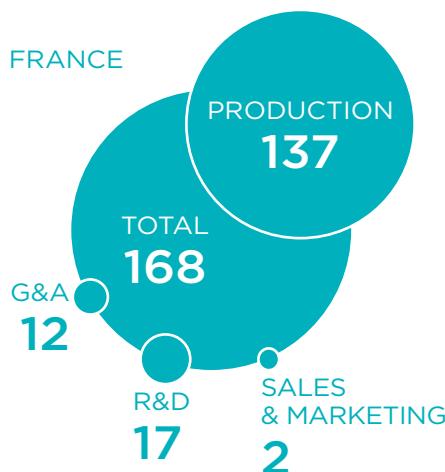
*ROW: Rest of the World

Zambon people: 441

ITALY



FRANCE



Zach
Zambon Chemicals

“Zach custom synthesis: sophisticated production of APIs and advanced intermediates for the pharmaceutical industry”

Italy

France

Italy

France

In 2017 ZCube launched the Total Care division, dedicated to develop modern health solutions for patients to complement Zambon therapeutic portfolio, also using advanced digital technologies

“Total Care: Modern Health Solutions to make patients' lives better”

Innovating Cure & Care

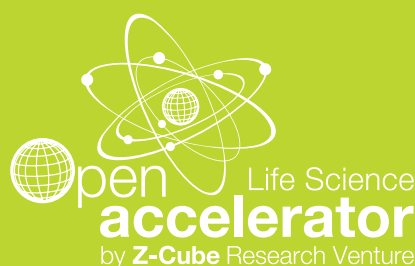


Open Accelerator: the first 'Made in Italy' acceleration program

One of the most interesting change that took place last year was the launch of Open Accelerator: the first acceleration program dedicated to start-ups and international researchers in the life sciences. The program is structured in 12 steps and is addressed to researchers, scientists and aspiring entrepreneurs. Open Accelerator by ZCube is aimed at the selection of ideas in four

areas of interest: Drug Delivery Systems, Wearables, Open Source Prototyping and Big Data. The objective of Open Accelerator is to provide the most innovative start-ups with all the tools needed to bring to market their ideas through an acceleration path. The program represents a **bridge between ZCube, a company that has always been close to innovation, and the start-ups world** that needs to be supported with **training programs and seed investments** in order to get from the idea to the market. It is a real “training facility” for researchers and entrepreneurs to prepare them to face the challenges of presenting their projects to the financial investors.

Zcube
Zambon Research Venture



Over the past ten years, **ZCube** has been active in the exploration of innovative technologies for drug delivery and medical devices. The main sources of technological innovation are represented by the most important international universities - offering advanced research programs in the area of life

sciences, bioengineering and new biocompatible materials - and by recently established university spin-offs. Among the main partnerships still ongoing are the projects with the Arizona State University, the University of California San Francisco and Caltech - California Institute of Technology. This open research approach is a tangible expression of a wider vision developed over the years. For this reason, in occasion of our first 110 anniversary, we treated ourselves with a special gift: the publication of the Italian translation of the book **"The Open Organization"** ("L'Organizzazione Aperta") by Jim Whitehurst, edited by Harvard Business Review Press. The book proposes **an organizational model capable to face a world that has changed** and to respond to the need of introducing a new vision, an **Open Company vision**. For us at Zambon Open company means **eliminating the obstacles hindering collaboration** and participation while spreading within all company functions a new way of thinking. Looking at the outside world **allows the creation and the consolidation of a network capable of advancing opportunities, ideas and projects**, that might also result from looking at open source research projects. For Zambon, **Open** means **breaking down the barriers between different industrial sectors** and asking for contribution from universities,

research centres and start-ups in every corner of the planet. This book is a tangible proof that, even from a **managerial perspective**, all of this becomes possible. The **Open Company** subverts the terms of the game: it starts from the **"why"**, with the commitment to improve the conditions through which people make their passion available to others, moving then to the **"how"**, guaranteeing that things are managed with a meritocratic approach, and finally it builds the **"what"**, through a shared and continuous decision-making process. **The business scenarios change and, consequently, the organization must change**. Indeed this is our way: **to remain faithful to what will not change in the future, our values**.





“A place
where you
can “breath”
innovation

Where science oxygen business

Carrying on with the theme of future and innovation, it's time to speak about **Open Zone: the scientific Campus dedicated to research in the world of healthcare**. A centre of excellence offering innovative services and spreading scientific culture, where **22 companies** and **600 people**, share the same passion for **innovation** and **continuous research**. Among the common areas, the **Open Digital space** was inaugurated as “a space for thinking” where ideas can be interactively spread and common projects can be initiated.

*In Open Zone we
organize meetings
that allow
personal growth*

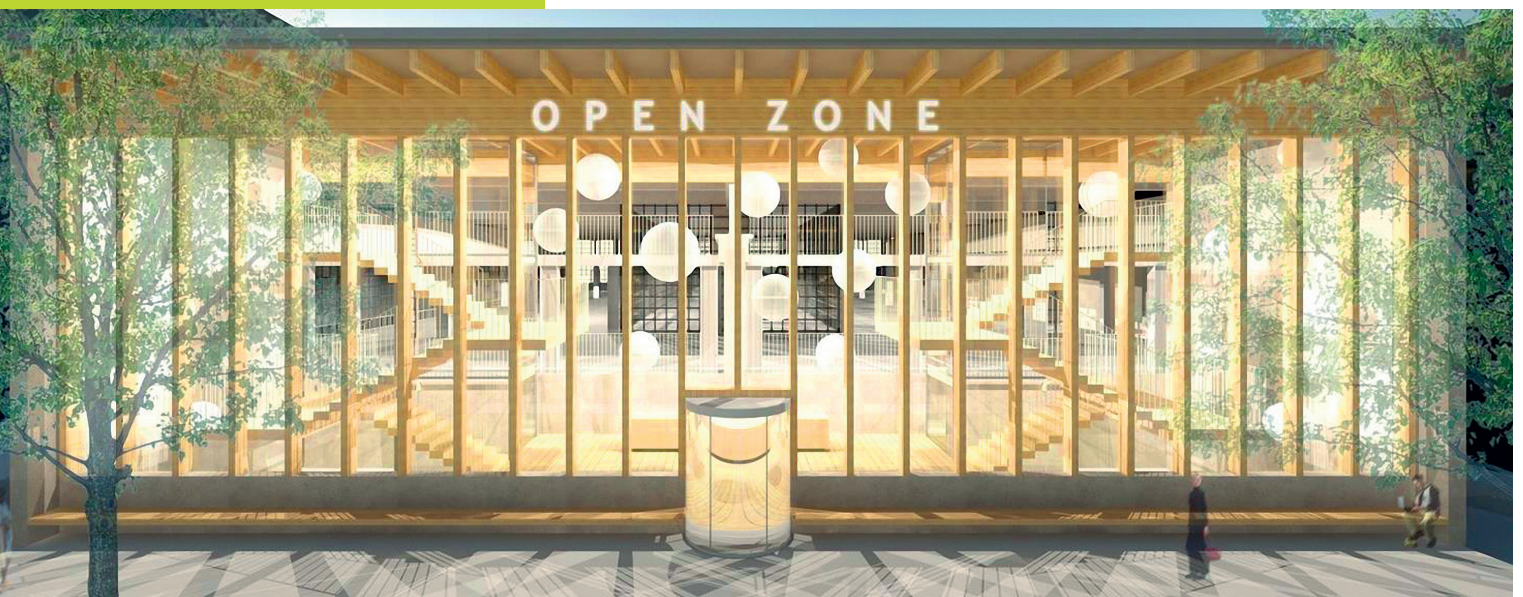
An **important development plan** will be completed in the next

*We are doubling the
available spaces
for the future:*

From **25.000** to **47.000** sqm

From **600** to **1.200** people

three years, making **Open Zone** an even more attractive campus for companies that operate in the life sciences sector. The Campus will host technologically advanced laboratories, innovative start-ups in the field of research and digital as well as accommodation for researchers. In Open Zone we organize **meetings that allow personal growth** with speakers from the world of science, culture and personalities that spread



ethical values. This approach is aimed at raising awareness on health and research issues, innovation and the digital world because we believe that only with an integrated approach we can move forward and we will be capable of facing new challenges and seize new opportunities.



Within Open Zone, **Oxy.gen** stands up: Oxy.gen is a futuristic structure built in the shape of an air bubble, designed by the architect Michele De Lucchi. A place dedicated to the Breath, set in the **Gardens of Science**, that aims to become a reference site for scientific, educational and cultural activities, living and breathing innovation.

A new brand for Italiassistenza

In 2016, the Campus has welcomed new companies including Italiassistenza.

Italiassistenza has confirmed its position as the Italian leading



Cura e assistenza domiciliare di qualità

company providing services to chronic patients, with support programmes for the therapeutic adherence of drug treatments in collaboration with various pharmaceutical companies. 2016 has also seen the continuous growth of Privatassistenza - the nationwide centres dedicated to private home care that, over the coming months, will expand its international operations starting in Switzerland with **Human Assist Care**.

The breath of science

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A new
way of working
where people
feel at ease”



Music to improve life everywhere

To conclude, let us end with music! We installed a piano in the **Benvivere** areas to symbolize that after 110 years, the new journey to make Zambon strong for the future begins again. A piano like those that modern travellers find in public spaces and that can be played

by visitors offering their music to others at any time. A piano as an expression of the **Open Company**: a new way of working where people feel at ease in informal places and where people can express their talents, not only professional talents, at their best.



Communicating health

To keep talking about the future meant as an opportunity for improvement and growth, the **Zoé Foundation - Zambon Open Education** - since its launch in 2008 has contributed to the **development of knowledge**, exchange information and **improve health communication**.

Several activities were carried throughout 2016, including the new edition of **Vivere Sani Vivere Bene (Live Healthy Live Well)**, that registered a record attendance of over **7.000 participants**.



Fondazione



Zambon Open Education

Vicenza, 23 gennaio 2017

Zambon

Zoé Foundation - Zambon Open Education



01



02



03



04



05



06



07



08

- 01. Health & Quality Factory, Vicenza
- 02. Kitchen Open Air, Bresso
- 03. Library, Bresso
- 04. Open Digital, Bresso
- 05. Benvivere, Bresso
- 06. Open Circle, Vicenza
- 07. Wellness, Bresso
- 08. Giardino degli Ulivi, Vicenza

