



VALUE REPORT 100+5 2011

For those of you who know us, you will already have seen how often in our earlier Value Reports we emphasised that the significance of the enterprise is much more than its economic size. It is a chance for the people who work in it to grow, not only in terms of professional skills but also in their ability to build deep relations and deal with complexities.

Making an enterprise to pursue a common goal that provides inspiration and channels the efforts that each one of us is called upon to make in order to give the best of ourselves, to accept putting ourselves on the line.

that force us to be changing constantly. We began our pathway with highly inspirational witnesses who by their example and in their lives were models with a strong identity of values. First there was Gandhi as an example of humility in knowing how to listen to his own origins and roots. Then there was Martin Luther King as a symbol of the integration of diversity and then came Mother Teresa as a witness of quality in making and in acting personally. But this wealth of values must be communicable. It must speak to our contemporaneity and be understood, listened to and talked about. For this we need creativity, virtuosity and innovation...

And who better than

Andy Warhol was able to “design” his own times and turn communication itself into an art?

Like many artistic languages, the language of music, painting, photography and that of the theatre and the cinema have an immediacy and an effectiveness that only art can achieve.

And here we are, therefore, at the first stage of this second pathway that brings us up to our times where the first witnesses of the value matrix become part of the reality and be translated into daily actions for us, the people of the enterprise. We are trying in a key more suited to today's needs to reinterpret the values that these personages of the past have inspired in us. This year Andy Warhol accompanies us with his modern and contemporary style of communicating his own reality,

a personage different from the predecessors, a view of the world of communications “as a way of being oneself” with which we like to measure ourselves.

We like his topicality, the immediacy of his messages, the multi-faceted spirit in

which he interpreted the reality of his times.

We chose him for his style, for his ability to express contemporaneity and his penchant for vivacity and colour. We have taken ideas from his life and his works and brought his “eyes” into our world.

I leave it to other authors more expert than I am to comment on this multi-faceted figure of an artist because I think it can help us to understand better what it means to communicate the realities of our times with the expressive force of his art. An architect designer like Michele De Lucchi, a writer, Andrea Vitullo, together with the student of the human mind, Giacomo Calvi, will accompany us on this voyage of discovery of Andy Warhol. It is my hope that this choice may

inspire a new way of communication with the world in all of us, including as enterprises engaged in contributing to a social conscience that makes us better persons.

I wish you happy viewing.

Elena Zambon

We continue along the pathway we began three years ago which retraces the most important stages of our travelling Museum.

THE LETTER Z

the first letter in Zambon, or rather, the history of 105 years of enterprise that we have talked about, also thanks to **Gandhi's** testimony, an example to all of us of the humility in knowing how to “listen” to one's own roots and origins;

THE LETTER A

the letter denoting the authors, all those persons who contributed in the past and still contribute today with their work and commitment to the growth of this company. The testimony of **Martin Luther King**, symbol of the integration of diversity, is our guide;

THE LETTER M

the letter for Make or making. A making of quality that, like our values, finds concrete expression in the actions of our daily life – both large and small. And **Mother Teresa** is the illuminating example for our daily life, of the making of Quality.

THE LETTER B

this year we shall explore B for Brand, the heart of our way of being and communication. Through the brand we shall talk about ourselves and tell you “what we are” and “what we do”. Communication with, rather than communication to, someone. On this voyage we chose to take our inspiration from the works of one of the greatest communicators of our century, **Andy Warhol**, who better than any other artist bore witness to the visual universe he lived in where our society lives and breathes, reflecting the desires of the American culture of consumerism. Without him we could not talk about communication science, fashion, design or advertising graphics. When he set up his Factory, the artist's corporation, with its system of the collaborative work, Andy Warhol transformed brand into art and succeeded in the enterprise never before achieved of celebrating the beauty of the everyday, democratising the very concept of art. “I think that everybody should be like everybody else”.

This year we decided to let you read us more through images, icons, photographs and the snaps of what we are because, perhaps more than any words, this is the true face of Zambon.

An identity created by our products, our services, and the relationships we have developed with doctors, pharmacists, clients and all the people within and without the walls of our offices and factories.

It is a search for our identity, a route to follow together as persons and as an enterprise.

BRAND AS IN COMMUNICATION

Some thoughts

After 105 years we think we have rediscovered a “signature” in our corporate brand, the signature of each one of us who affirms

the commitment of all the Zambon people to guarantee an accessible quality that we believe is worth taking as our standard, a form of protection for the quality, the solidity and the value that we want to offer to those who choose us.

We invite you to “discover us” in these pages and “look at us”. To communicate because we have something to say, sticking to content without assaulting with words, no shouting; listening is much better, letting the facts sink in, offering the freedom to choose a possible truth. The image, the communication of our own identity must be founded on the simplicity of what we really are. We must capture the “intensity” of our inner selves, our personal identities, what we believe in, to have the courage to look each other in the eye, mindful of what we are like. Then – and only then – can we be reborn and renewed, with humility.

In communications too we are at the service of the substance of things,

with nothing superfluous and our task is to innovate the way in which such content reaches the greatest number of users without, however, the method of communication becoming an end in itself;

the new contents are what innovate the communication.

We can communicate in a new way only if we have something new to say, something to tell – facts!

To communicate the truth, that is our responsibility, our mission.

To relate the facts, trying to be objective, without expressing judgements and “colouring” what we say subjectively, to express just simply what we are, that is the value of the images as faithful interpretations of contemporaneity. Our life of enterprise lives on what we create every day because we do only what we believe in, and we think about the reason behind things.

This is the authenticity that reminds us to be ourselves and to be what we can be.

Elena Zambon

COMMUNICATE
THE RESULTS

page 4

1

Zambon
1906

2

COMMUNICATE
THE PHARMACEUTICAL
BUSINESS

page 14

COMMUNICATE
THE RESEARCH
VENTURE

page 64

Zcube
Zambon Research Venture

Oz
Openzone

3

COMMUNICATE
THE CHEMICAL
BUSINESS

page 86

Zach
Zambon Chemicals

4

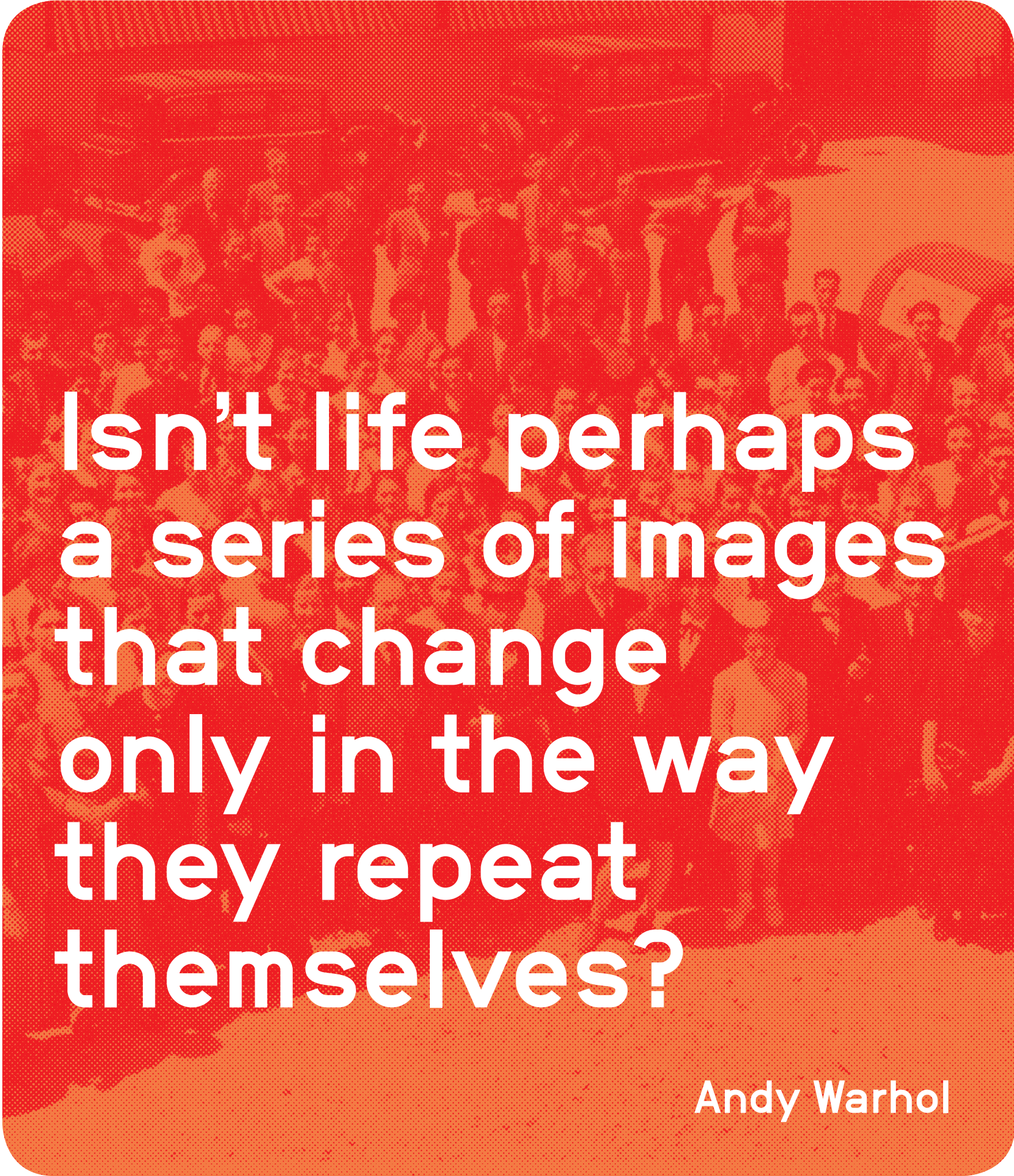
ZAMBON
COMMUNICATES
ZAMBON

page 120

5

1

COMMUNICATE
THE RESULTS



Isn't life perhaps
a series of images
that change
only in the way
they repeat
themselves?

Andy Warhol

1

Characteristic consolidated
Group turnover

SALES AND SERVICE REVENUES (€ million)

469

510

555

542

545

562



2006



2007



2008



2009



2010



2011

Gross operating margin: € 80 million
Operating profitability: € 51 million
Net assets: € 323 million
Financial position: +€ 6 million

The turnover of the **Zambon SpA pharmaceutical business** (drug production and marketing) accounts for 84% and the **Zach chemical business** (the production of active ingredients) for the remaining 16%. Italy represents a fifth of the overall turnover.

Pharma & Chemicals
market comparison



16%
Zach
Zambon Chemicals



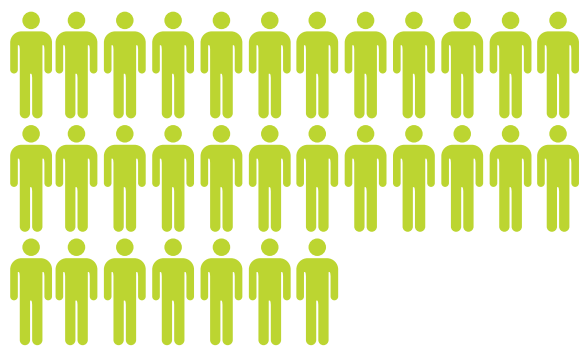
84%

Zambon
1906

1

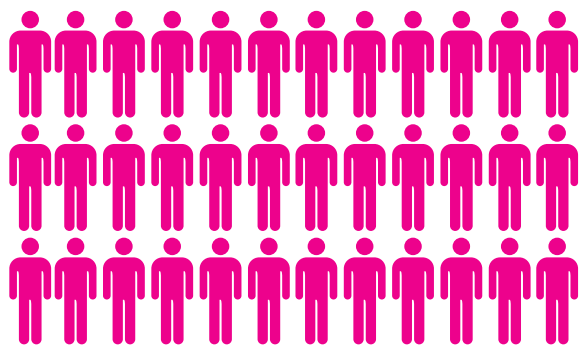
Collaborators
around the world

2.652
of whom 33% in Italy



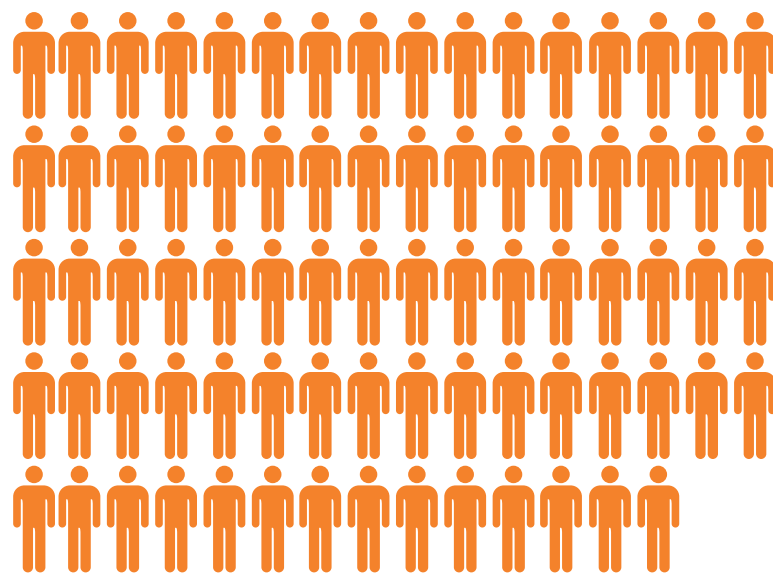
168

medical marketing + R&D



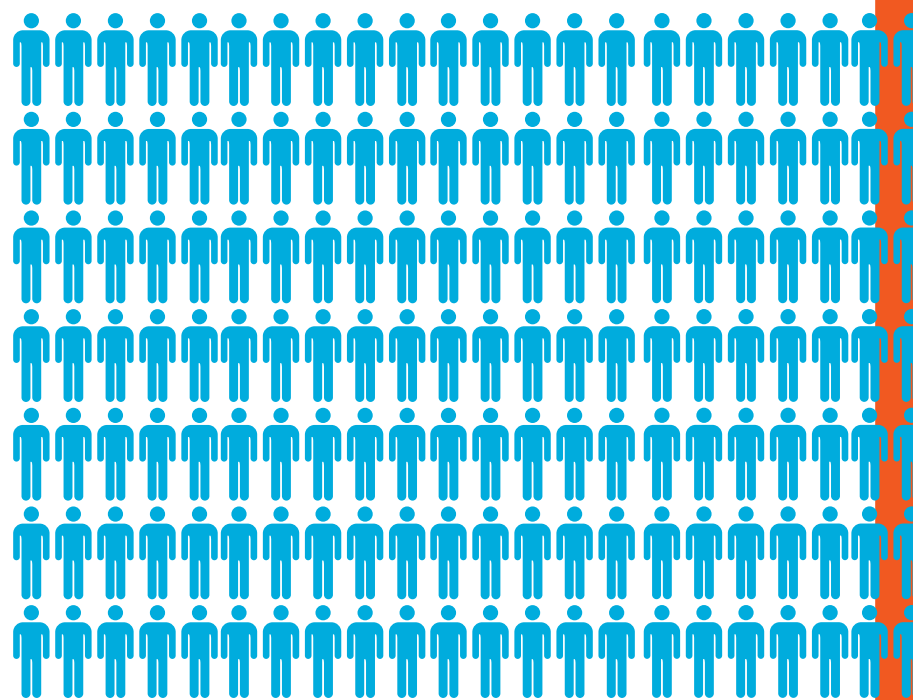
258

general & administration



870

production



1.266

sales & marketing

1

Sales by
geographic
area

7%
Asia

18%
America

21%
Italy

6%
Eastern Europe

48%

The rest of Europe

COMMUNICATE THE
PHARMACEUTICAL
BUSINESS

2

2

PHARMA summary

World Pharmaceutical Scenario

a

page 18

The Mission

b

page 20

Economic and Financial Goals

c

page 28

Production and Quality

d

page 36

Innovation and Medical Science

e

page 48

The sense of the new pack

f

page 52

2

a

The world
pharmaceutical
scenario

THE WORLD
PHARMACEUTICAL
MARKET
closed 2011 with
650 billion Euro **+5%**



UNITED STATES **+3%**
237 billion Euro

The US represents more than one third of the world pharmaceutical market and it closed the year with a growth of +3%.



JAPAN **+5%**
72 billion Euro

Second world market with an increase of +5%.



EUROPEAN MARKET **+0,6%**
141 billion Euro

(measures to contain expenses were further intensified following the economic crisis in the Euro zone) the result was the lowest growth rate ever recorded - +0.6% - with an actual negative trend in Spain, Greece and Portugal due to direct price intervention.



EMERGING COUNTRIES **+14%**
104 billion Euro

with a growth of +14% and a 15% market share in terms of value;
with the 12 billion Euro of growth they contribute to about half of the
growth of the world market.

CHINA +18% (5th position in the world ranking in terms of value).

BRAZIL +19% (10th position in the world ranking in terms of value).

INDIA +14% (15th position in the world ranking in terms of value).

2

The mission

b

Zambon's values
for
offering products,
services and solutions
for
breathing
and living
well

2

The PHARMA numbers

REVENUES 2011
SALES AND SERVICES

476
million euro

TURNOVER
ABROAD

366
million euro

COLLABORATORS

2.028

2

The collaborators
broken down by area
of competence

108

innovation &
medical science



504

technological
manufacturing



1.255

effective
marketing & sales



161

efficient
general & administration



2.028

total pharma
collaborators
worldwide

108

504

1.255

161

All things
are in the air.
The only thing
that counts
is who creates
them.

Andy Warhol

2

c

Internationality

Italy is confirmed as the main market for Zambon. In countries outside the EU we see continuous development and growth, especially in Brazil, Russia and China. **OTHER COUNTRIES CONCERNED** - licensees, distributors and production on behalf of third parties - account for about **10%**.

The new launches and extensions of lines account for about 3% of Pharma turnover and are led especially by acquisitions in Switzerland and Italy of Perenterol and Valpinax, in France of Sylodix, and in Spain of Lipograsil.



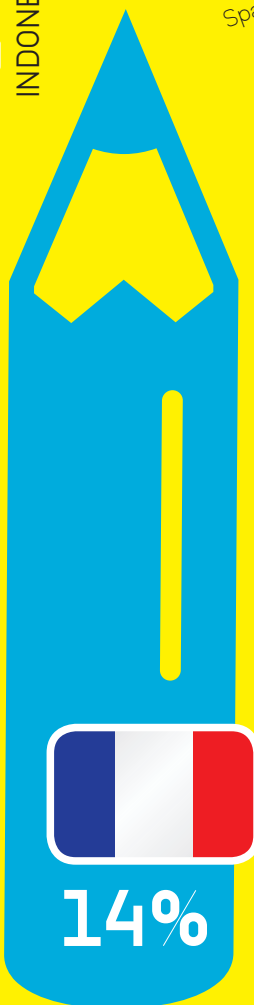
PORTUGAL



COLOMBIA



INDONESIA



FRANCE



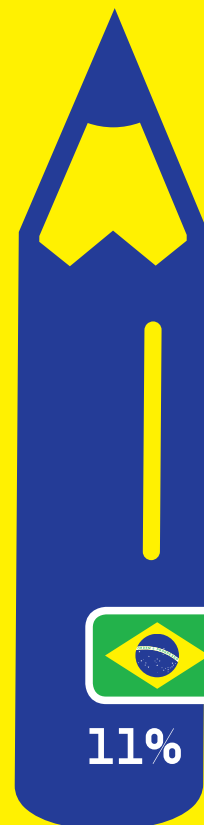
CSI



CHINA



ITALY



BRAZIL



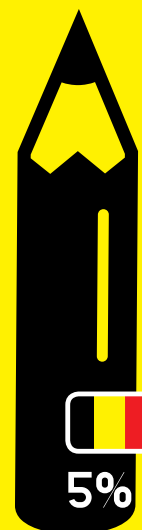
SPAIN



SWITZERLAND



HOLLAND



BELGIUM

2

c

Sales
by therapeutic
area
2011

€ 93 million

19%

Gastro & others

Main products include
Codex and Ursachol.

€ 78 million

16%

Pain

Main products
include Spidifen
and Spididol.

€ 107 million

22%

Women's Health Care

Main products include Monuril and Prefolic.

€ 208 million

43%

Respiratory

Main products include Fluimucil, Rinofluimucil
Seki-Flutox, Panotile and Anauran.

2

c

Sales
by geographic area

14%

America

8%

Eastern
Europe

Asia 4%

74%

Europe

Zambon Pharma turnover growth

The pharmaceutical business turnover has grown +3% over last year. The main contributors to growth among the emerging countries are Brazil (+13%), Russia (+37%) and China (+30%).

+3%

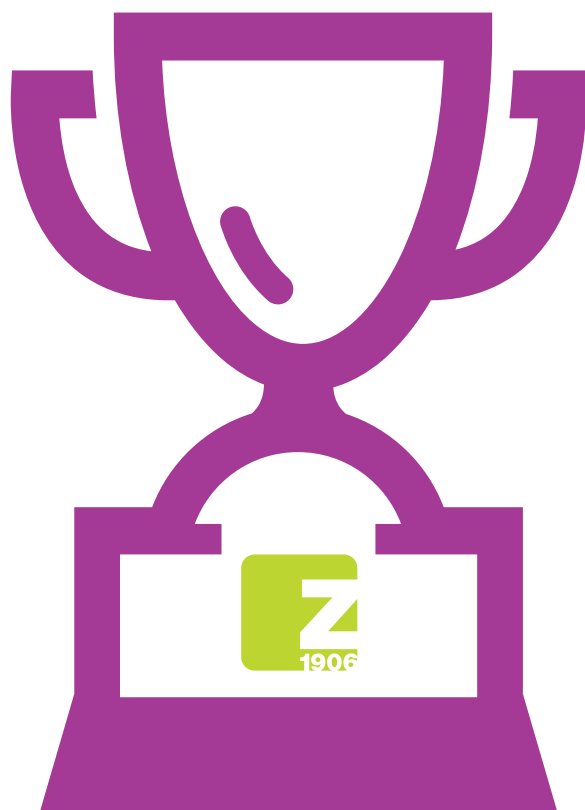
Outside the EU

+17%



EU
-0,6%

2
Manufacturing
2011



MANUFACTURING: 2011 A RECORD YEAR!

The level of service (pieces shipped/
invoiced on time on the total of the
month) achieved an average
annual value of **99%**

High quality standards

Efficiency and control of spending at

3 plants:

- Vicenza: unit cost per product: -8%
- Cadempino: unit cost per product: -5%
- China: unit cost per product: -34%

3 production records by volume at 3 production sites

2011: start-up of the Virtual Plant
organisation for the integrated
management of more than 80
subcontractors around the world united
in a solid **network** of externalised
production that guarantees quality,
quantity, competitiveness on the market
and responses in line with **time to
market** and client needs.

2

d

VICENZA
plant



Investments:

Vicenza Total €K 40.248

Capacity	€K 11.867
Expansion	€K 14.077
GMP	€K 14.304

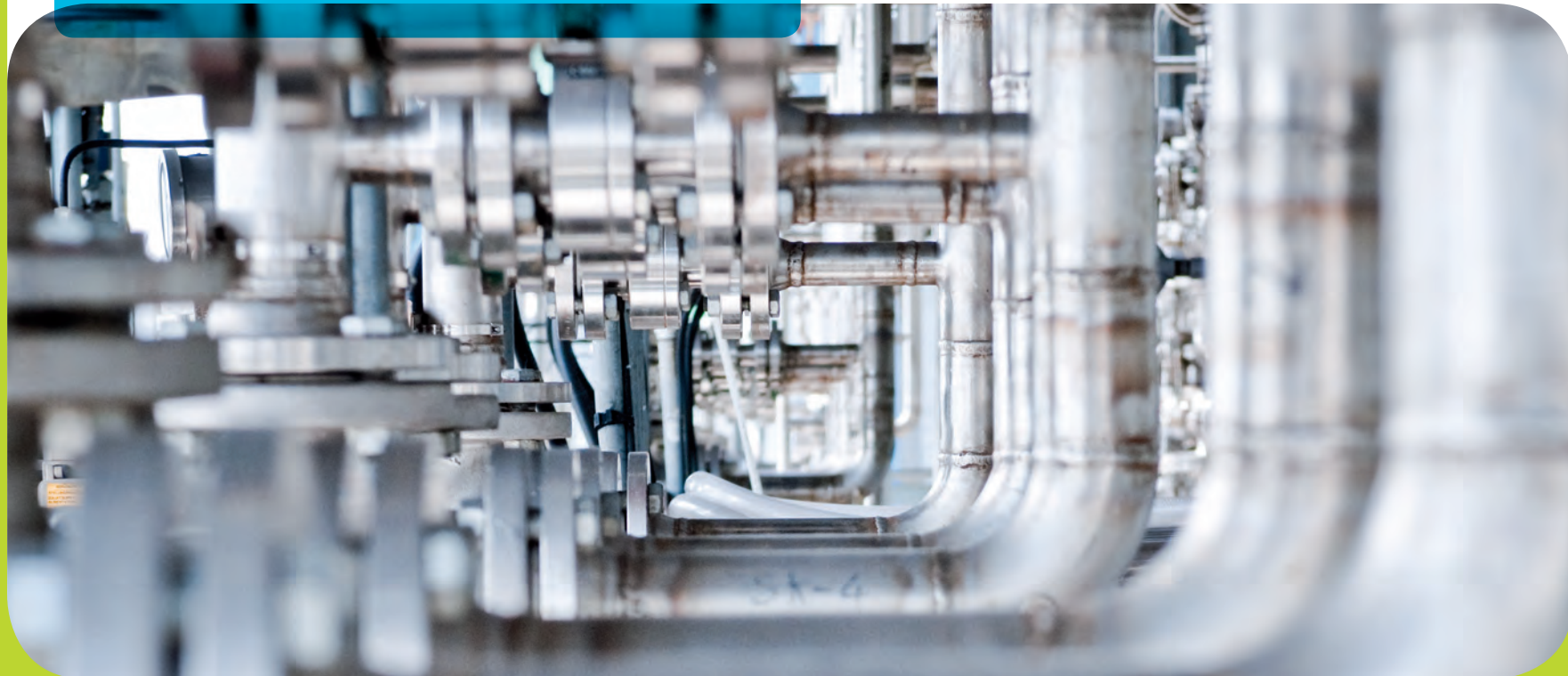
Production lines:

- liquids
- solids
- injectables

Record Production Volume:
54.506.000 pieces produced

The **results** achieved in productivity, efficiency, market monitoring, quality and safety in the workplace were **superior to those of 2010**.

The **Arrow Génériques Inspection** and the **Sorveglianza Certiquality** inspections for Iso 9001:2008, Iso 14001:2007 and Bs Ohsas 18001:2007 certification were passed successfully.



2

VICENZA
plant

d



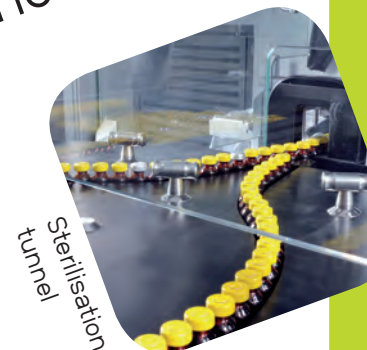
Flask washer



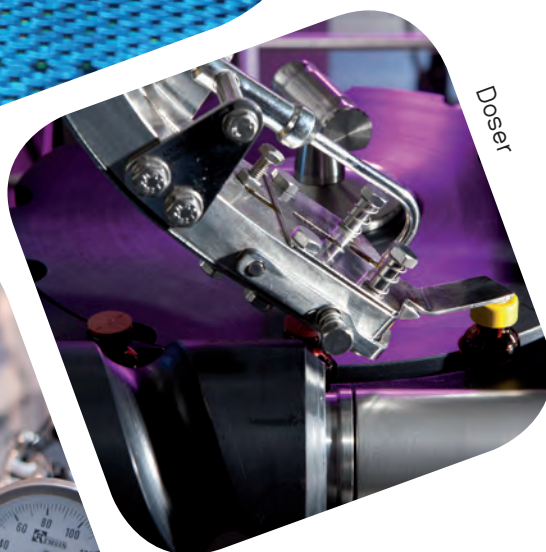
VHP pass box

Innovation and technology:
Freeze drying

Inauguration of the new
freeze drying section
Vicenza, 2 March 2012



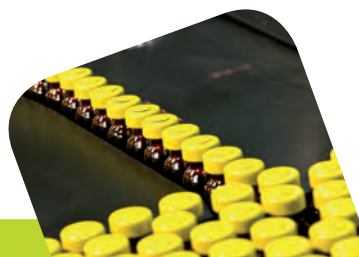
Sterilisation
tunnel



Doser



Autoclave



Freeze dryer

2

d

CADEMPINO
plant



Production lines:

- sterile injectables
- granules in sachets
- effervescent tablets

Production Record:

73.257.000 pieces produced

Investments:

Cadempino Total €K 20.522

Infrastructures €K 4.778

GMP €K 9.800

Capacity €K 5.944



2

d

HAIKOU
plant



New organisational
leadership:
Thanks to the valorisation
of internal collaborators
working in production

Production lines:

- granules
- tablets

Production record:
15 million pieces produced



ZAMBON CHINA (HAIKOU) Pharmaceutical plant

2

Vicenza
2012

d

Solidity
= the volume and the size

Bringing
the "factory"
back to the **centre**

Lightness
= flexibility and agility

Transparency
= our way of working

Growth
= the scale of values

2

e

Projects
Innovation & Medical Science

IN ORDER TO ENSURE SOLID GROWTH, ZAMBON IS INVESTING IN THE DEVELOPMENT OF A NEW PRODUCT PORTFOLIO IN STRATEGIC THERAPEUTICAL AREAS WITH A MIX OF INITIATIVES IN THE LIFE CYCLE OF CURRENT PRODUCTS AND INNOVATIVE NEW PRODUCTS TO GUARANTEE THE BEST BALANCE AMONG RISKS, INVESTMENTS AND TIME TO MARKET.

	PRE-FEASIBILITY	FEASIBILITY	EARLY DEVELOPMENT	FULL DEVELOPMENT	PRE-REGISTRATION	LAUNCHED
ZP-003 ASTHMA-COPD						
ZP-002 PAIN AND INFLAMMATION						
ZP-014 COPD, CYSTIC FIBROSIS						
ZP-030 ACUTE PAIN						
ZP-005 COUGH						
ZP-006 SORE THROAT SPRAY						
ZP-008 SORE THROAT LOZ.						
ZP-009 SORE THROAT LOZ.						
ZP-010 SORE THROAT CHILDREN						
ZP-011 BRONCHITIS						
ZP-012 SINUSITIS						
ZP-025 VAGINAL ATROPHY						
ZP-024 OSTEOPOROSIS						
ZP-031 CHRONIC RHINOSINUSITIS						

2
Projects
 Innovation & Medical Science

projects in the pipeline

internal organisation

Projects in the pipeline and the internal organisation continue to advance and grow

12 projects underway

2 new projects in the pipeline

The first product, **ZP-005** for the treatment of dry coughs has completed development and now has regulatory approval

The most important projects have begun the advanced phase of registration (the first phase 3 study on the **ZP-002** product for pain treatment has been completed)

The major studies on high dosage Fluimucil in idiopathic pulmonary fibrosis (the Panther study) and BPCO (the Pantheon study) continue and are nearing conclusion.

2

f

The sense
of the new pack

Cultivate
your own
Story.
Root your
own Future.

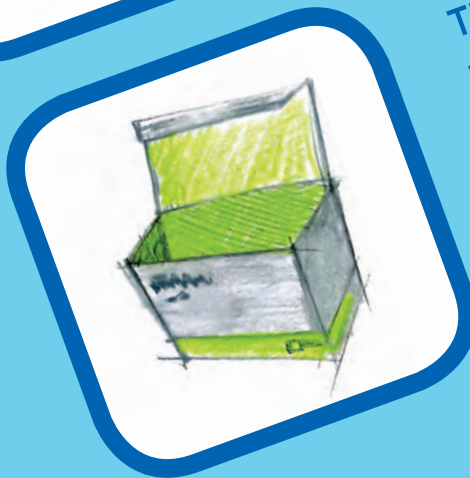
2



The sense
of the new pack



The new graphic look of the Fluimucil packages was the result of reflections on the experience of breathing and marked the beginning of a collaboration between Zambon and the De Lucchi Studio to renew the layout of all the packages of the Zambon brand.



BREATH IN THE BOX

The new packaging
project

THE ILLUSTRATION AND ITS FUNCTION

Neither icon nor symbol, nor even an illustration, but something that is part of the package, woven into it like a fabric that communicates by suggestion – more than an image, a texture. The use of pictorial illustration gives OTC drugs high recognisability and appeal. Each illustration is directly associated (although not taken for granted) with the function of the drug and assists the customer in choosing the drug. The use of an illustration rather than a photograph and a graphic icon enhances the perceived value of the product.

THE CORPORATE BRAND AND THE GREEN BASE

A base, a foundation on which the product container rests, a support but also an embrace of product and corporate brand. A guarantee of quality, reliability and value for our patients recognisable on our packages in all the countries worldwide. All Zambon packaging has a green base bearing the logo. This coloured base represents the values and quality that characterise every single product. The Zambon logo on the lower right hand corner is its signature of guarantee.

THE INNER GREEN

To update the packaging to enrich it ...something that attests to the value of the product and does not merely contain it, well-designed in every detail, solid and good quality materials but environmentally friendly so that it becomes something that you want to keep even after use.

2



The sense of the new pack

The development process.

The **Fluimucil** experience.



Living is breathing. Breathing – as an involuntary action, as a continuous and involuntary exchange with the outside environment – means accepting a dependency thereon; it goes beyond our individuality and in doing so nourishes it,

because it nourishes the same material of which our body is made. If we observe breathing we have to admit that man can be a body who wills, plans and transforms on condition that he accept in every single second that he is intimately immersed in that which he wishes to transform.



That is why the image on our package is a human figure of air and surrounded by air. It is intended to express this being made of the same substance. It is intended to illustrate how no dialectical couples can reach synthesis unless through respect for what surrounds us and enters us with every breath we take.

2



The sense of the new pack

The development process.

The **Spidifen** experience.



them, to being ourselves once again. When pain ceases we return to the world, we resume our position in the fabric of the dancing threads that weave our being together.

If in pain we feel a suspension, a parenthesis of our being and how we feel in relation to others, the relief from pain marks this return to others and to being among



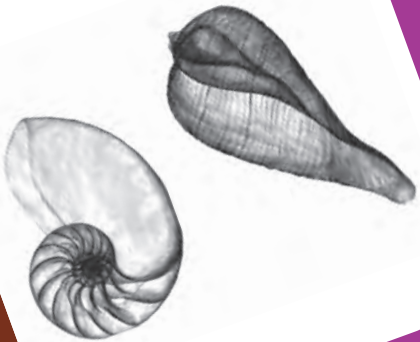
2



The sense of the new pack

The development process.

The Monurelle experience.



Feminine identity has always straddled the ineffable borderline between intimacy and inwardness. The most intimate part of the female body – the gender identity sign – has always evoked its interior nature. The new

ways of caring inaugurated by Monurelle, and that in many cultures are very ancient, are a new approach to the cultivation of the mirror play between body and spirit, between the intimate and the interior nature.



2

GOALS FOR 2012 for Pharma

Reinforce Europe

Grow Outside Europe

GEOGRAPHY

New Innovation projects
Licensing, Partnership
and GASTRO area

RESEARCH &
INNOVATION

New factory start-up
Vicenza

Extension Cadempino

PRODUCTIVE
TECHNOLOGY

3

COMMUNICATE
THE RESEARCH
VENTURE

3

Research
venture

Zcube
Zambon Research Venture

+

Oz
Openzone

synergy among the activities
of scientific research
and Open Zone activities
“where science
oxygen business”.

3

Zcube[®]
Zambon Research Venture

The mission

Zcube[®]
Zambon Research Venture

its mission

is

to identify and support
the validation

of drug delivery
and medical devices technologies
selecting

those that have demonstrated

the potential
to generate
innovative
products

3

Zcube
Zambon Research Venture

Our organisation:
An integration of skills



[Market Assessment]

[Pharmacology]

[Scientific Advisory Board]

[Non-Clinical Development]

[Regulatory]

[Patent Evaluation Prosecution]

SCREENING DUE-DILIGENCE

CONTRACTING

PROJECT EXECUTION

SCOUTING MAPPING

Team Zcube



Zcube

Local Advice

Zcube

Zcube

3

Zcube
Zambon Research Venture






The network



3

Zcube[®]
Zambon Research Venture

Portfolio

	TECHNOLOGY	MEDICATION METHOD	THERAPY AREA	'08	'09	'10	'11	'12	'13
BIOFARMITALIA, MILAN (Italy)	Medical patch	transdermal	Local pain						
HEBREW UNIVERSITY OF JERUSALEM (Israel)	Increase nasal mucosa absorption	Nasal	pain and migraine therapy						
ARIZONA STATE UNIVERSITY, PHOENIX (USA)	Medical device to measure FeNO		Diagnosis and monitoring of asthma						
UCSF, SAN FRANCISCO (USA)	microtransporters	oral	Increase of bio-availability for various pathologies						
CALTECH, PASADENA (USA)	Band-aid with nanoneedles	transdermal	Local and systemic treatment for various pathologies						



Ready for collaboration



Partnership with Pharma

The world
fascinates
me.

Andy Warhol

3

Research
venture



Openzone
science oxygen business

Where
science
oxygen
business

3



sharing,
aggregating
and development



fostering
innovation

connecting
in the health field excellences



aggregating knowledge, projects and companies



open dialogue between science, society and business



exchange relationships
community between the business
and the area residents



3

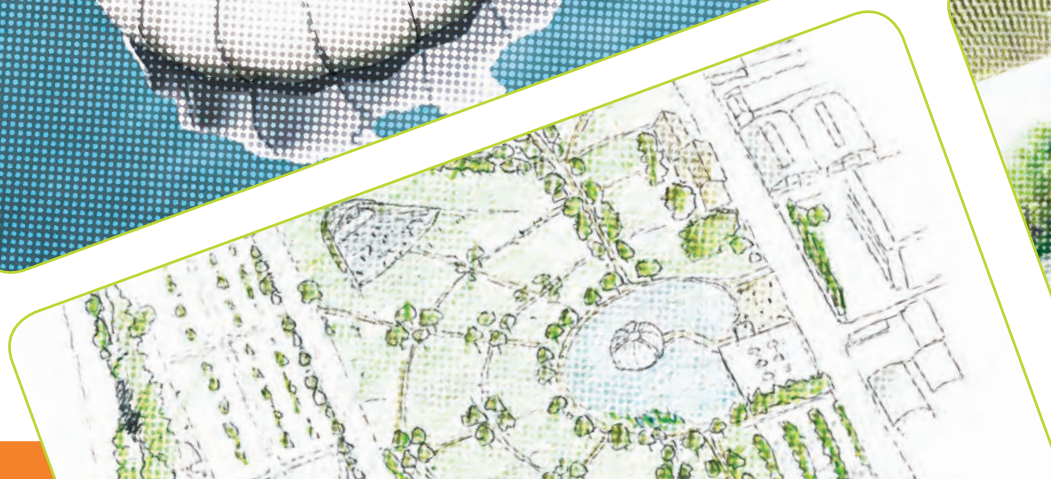
Oz
Openzone

The enterprise
opens to the outside

The gardens of “Scientific Breath”

An innovative project born
from collaboration

To facilitate connecting
skills between biotech start-ups
and health enterprises



3



The gardens of scientific breath



An open park enjoying the benefits of the original **Open Zone** features that bring **innovative companies** together on the theme of "breath" with much emphasis on environmental standards and the **liveability** of office and home areas

A centre of excellence that is part of the **social community** and offers innovative, experimental services and content of scientific culture



COMMUNICATE
THE CHEMICAL
BUSINESS

4

4

Chemical
business

The world pharmaceutical chemical scenario **a**

page 90

Zach – our mission

b

page 94

Zach
Zambon Chemicals



Economic & financial goals

c

page 96

Our manufacturing plants: Lonigo and Avri  

d

page 104

A look into the next decade

e

page 112

The world pharmaceutical chemical scenario

The generic active ingredients market will soon overtake the market for molecules produced for innovative drugs. The pharmaceutical chemical industry is therefore operating within a scenario of growing markets and must find the most effective strategies to take advantage of that growth in a highly competitive environment in Europe and in the United States, facing a rising number of competitors in the economies of emerging countries increasingly compliant with international regulations.

Innovative API market in 2015: 23 bn US\$

Fewer launches of new innovative small molecules. Increase of new biotechnological pharmaceutical products (proteins, antibodies).



The market trend of active pharmaceutical ingredients is on the rise

The API (Active Pharmaceutical Ingredient) global market exceeded 100 billion US\$ in 2011 with an expected average annual growth rate of 8% up to 2016

Generic API market in 2015: 25 bn US\$

Expiry of numerous patents on pharmaceutical products in the next five years: governments are increasing pressure to reduce health costs; generic drugs offer the same benefits as the original products.

The countries of the emerging economies (BRICS*) are becoming increasingly attractive markets for European and Italian pharmaceutical and chemical industries, too. Today, **CHINA** represents a market worth more than **4 bn US\$**, matching the **UNITED STATES** market value." The markets of the emerging economies show the highest annual growth rates: **China +12,6%**, **Brazil +11,1%**, **India +10,3%**, **South Korea +8,3%**, **Russia +8,0%**. Process innovation still comes from the industrialised countries and in particular from Europe, the United States and Japan, while the growing economies shall need those technologies.

*(Brazil, Russia, India, China, South Africa)

4

a

The world
pharmaceutical chemical
scenario

Pharmaceutical chemistry
in Europe and in Italy
must re-invent itself.

Italy will still be the main
producer of APIs in Europe.

The emerging markets (BRICS)
will grow more than the
United States, Europe and
Japan.

Multinational pharmaceutical
companies are investing
in emerging countries but
they still rely on European
suppliers for APIs.

The pharmaceutical
chemical industry in
Europe is very active
and defends its role at
global level. We must boost
our innovation today to
guarantee our role in the
next 10 years and beyond.

New business models must
be invented to provide low
cost and ultra low cost
products.

4

b

Our mission

To be a **preferred** partner
in the pharmaceutical industry,
offering high added value
products and services
based on the **excellence**
of our **innovation**
and on our ability
to guarantee perfect
execution

4

c

Sales
by geographic area

32%

AMERICA

United States, Canada,
Latin America

10%

APAC

Asia Pacific

NET REVENUES
FROM SALES
AND SERVICES

2011:

118

€M

58%

EAME

Europa Africa Middle East

4

c

Sales
per business
segment

32%

CUSTOM SYNTHESIS

26%

CAPTIVE

3%
DOSSIERS

39%

GENERICS

4

Zach^E
Zambon Chemicals

d

Zach^E
Zambon Chemicals

a reliable partner for
pharmaceutical chemistry
worldwide!

Gabapentin

MT* per year: **425**

MT per month: **35**

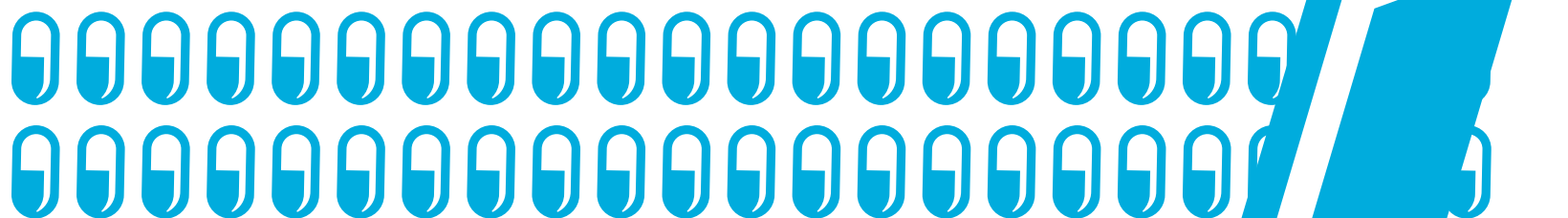
N-Acetyl Cysteine

400

33



TABLETS per year



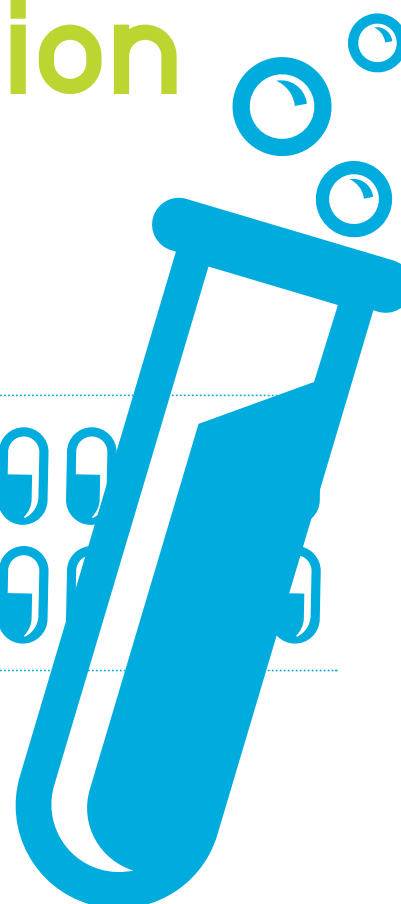
40 million

Zach^E
Zambon Chemicals

holds the dossier for
Gabapentin under its
own name.

Zach^E
Zambon Chemicals

produces the
API on behalf
of Zambon Pharma



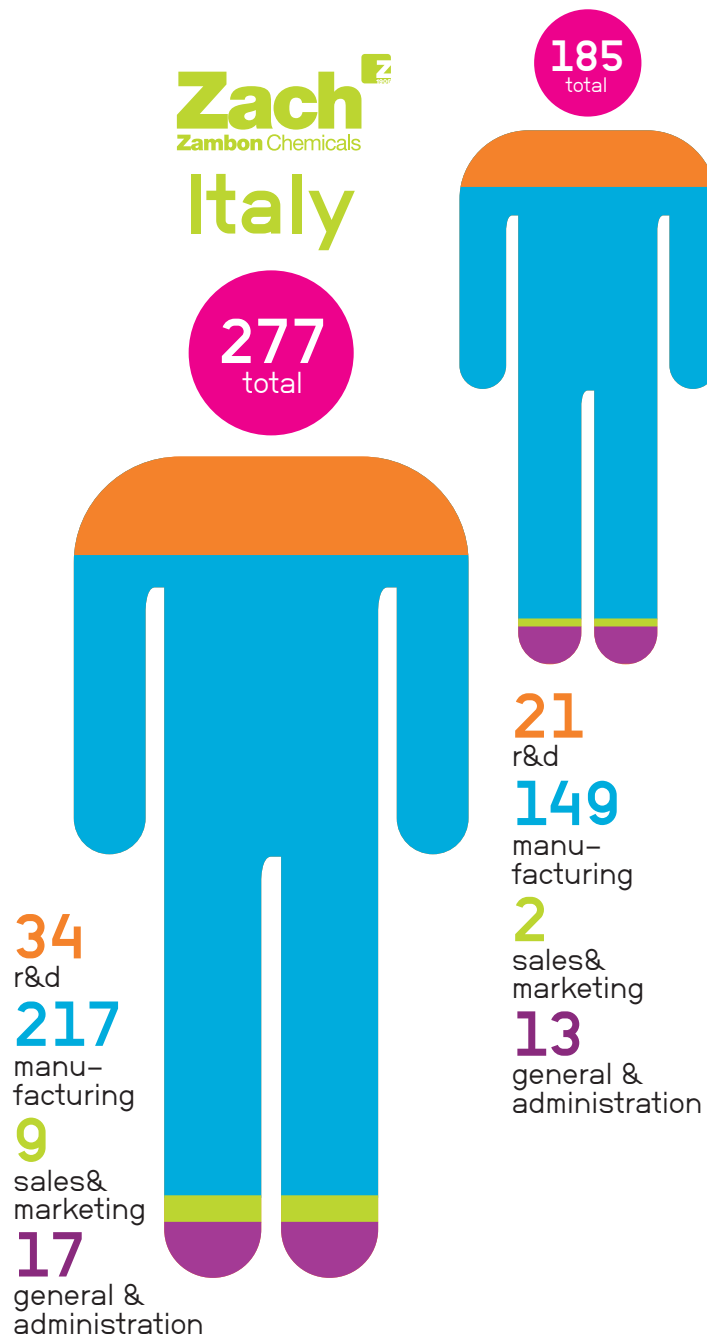
* Metric Tons: one metric ton is equivalent to 1,000 kilograms

4 **Zach^E**
Zambon Chemicals

d

Collaborators
by area of competence

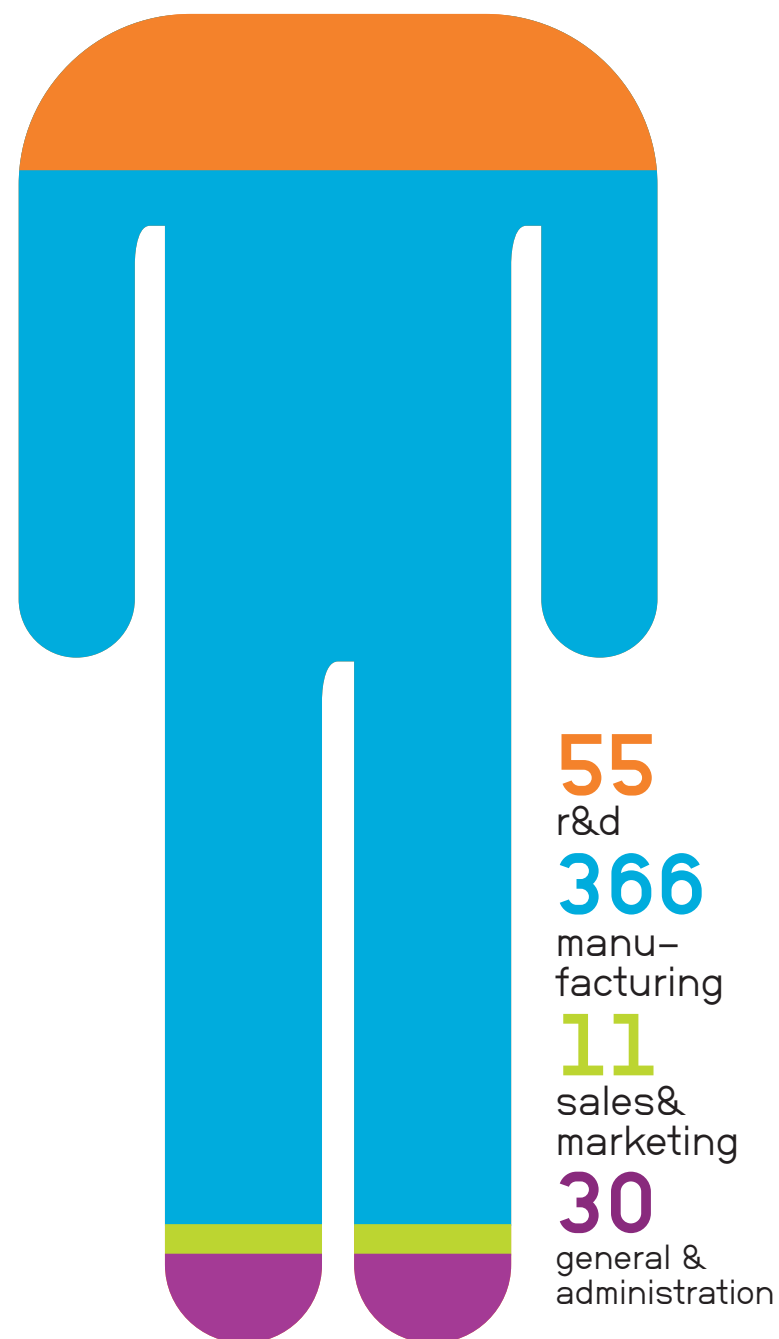
Avrillé
France



TOTAL

Zach^E
Zambon Chemicals

462
total



*Out of a total of 462 employees, there are 130 university graduates of whom 8 have PhDs

4

Zach^E
 Zambon Chemicals

d

 Our
 manufacturing plants


Lonigo Italy

Total reactor capacity:	741 m ³
Reaction chains:	97
Stainless steel:	62
Glass lined:	58
Hastelloy:	3
Filter dryers:	3
Tray dryers:	8
Micronisers:	1

Avrillé France

100 m ³
31
15
16
–
9
1
1

CHEMISTRY + TECHNOLOGY

Global Supply Chain

Zach takes great care of the Supply Chain to ensure a consistent flow of products to clients, to provide excellent service to our clients and to continually optimise the added value of our quality products in accordance with international standards and our additional internal standards.

COST of Global Supply Chain
 Purchase of Raw Materials in 2011: € 47 M
 In % of Annual Turnover: 40%



DEPARTMENT	VOLUME (M ³)	REACTION TRAINS	TOTAL VOLUME (M ³)
PILOT PLANT			
4 S.S. REACTORS	2,3	30	30
4 G.L. REACTORS	2,6		
3 HASTELLOY REACTORS	1,4		
1 HYDROGENATION REACTOR	0,7		
3			
25 S.S. REACTORS	78	33	180
25 G.L. REACTORS	102		
3A			
15 S.S. REACTORS	87	13	161
15 G.L. REACTORS	74		
3B			
18 S.S. REACTORS	211	21	393
14 G.L. REACTORS	165		
2 HYDROGENATION REACTOR	17		
126 REACTORS	S.S. 378,3 G.L. 343,6 HASTELLOY 1,4 HYDROGENATION 17,7	97	741 (ABOUT 196,000 US GAL)

DEPARTMENT	VOLUME (M³)	REACTION TRAIN	TOTAL VOLUME (M³)
PILOT PLANT AND COFP			
6 S.S. REACTORS	3,2	8	6,2
5 G.L. REACTORS	1,2		
2 SS HYDROGENATION REACTOR	1,4		
1 GL HYDROGENATION REACTOR	0,4		
COF1			
2 S.S. REACTORS	7	10	50
8 G.L. REACTORS	35		
1 SS HYDROGENATION REACTOR	4		
1 GL HYDROGENATION REACTOR	4		
COF2			
4 S.S. REACTORS	24	6	6
2 G.L. REACTORS	18		
32 REACTORS	S.S. 39,6 G.L. 58,6 HYDROGENATION 9,8	24	98,2

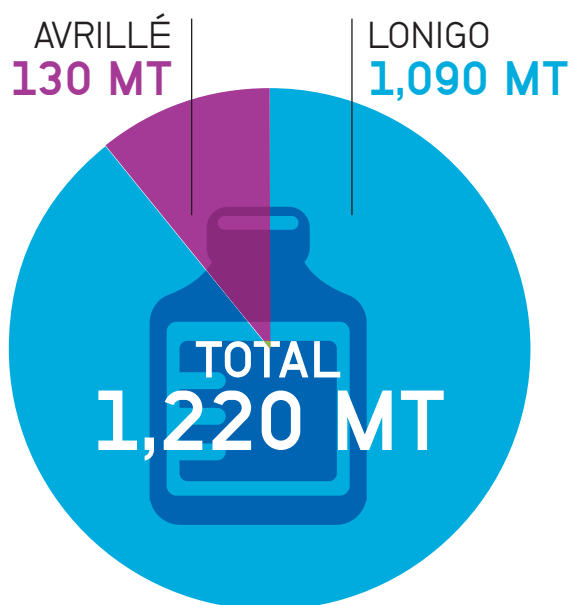
4

Zach^E
Zambon Chemicals

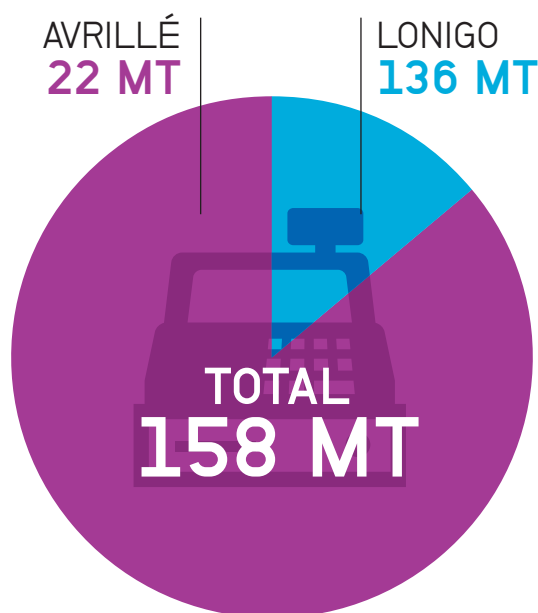
d

Our
manufacturing plants

MT OF API
PRODUCTS SOLD

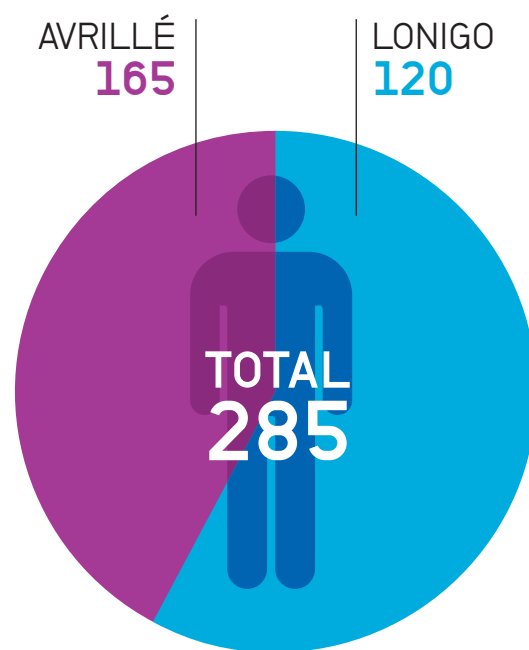


MT OF
INTERMEDIATES SOLD



How we transform
know-how into bulk
quantities of quality

No OF CLIENTS WORLDWIDE



Lonigo
Italy
Avrillé
France

4

Zach[®]
Zambon Chemicals

d

Our
manufacturing plants

Regulatory and Compliance



	Lonigo Italy	Avrillé France	Total Lonigo + Avrillé
DMFs worldwide:	200	66	266
USA:	18	8	26
Europe:	130	45	175
Japan:	6	1	7
Rest of the World:	46	12	58
CEPS:	5	1 (in progress)	6



4

Zach[®]
Zambon Chemicals

d

Compliance

Certifications
«guaranteeing the highest standards of international quality»

Lonigo Italy

FDA inspections:	20 years with no Form 483
Last inspection:	December 2010 – no Form 483
AIFA:	Last inspection May 2012
PMDA (Japan):	–
Korean FDA:	Last inspection January 2011
Customer audits:	Between 20 and 25 per year
ISO 14001 cert.:	Since 2003
OHSAS 18001:	Since 2004

Avrillé France

Since 1984
December 2010 – no Form 483
ANSM 2012
2006
2003 / 2011
Approx 10 per year
Since 2002
–



4

e

A look into
the next decade

Quality has always been a key factor in the pharmaceutical chemical industry. Compliance with global standards such as ICH and WHO are baseline for Zach. We are striving to remain among leaders in health, safety and environmental protection.

Today's innovations determine what our products will be in 10 years' time. Innovative products already on the market are based on yesterday's innovations. The United States, together with Europe and Japan, have always been the main generators of innovation. Zach invests continually in innovative activities.

We are API specialists and we continually monitor the technological context to adapt our strategies – (APIs for oncology, biotechnology, – proteins and monoclonal antibodies – , conditioning of crystal morphology or new analytical techniques).

New markets: the market characteristics of the emerging economies are different and there is a demand for products for billions of patients with very low purchasing power. These low cost APIs and drugs must still comply to international quality standards.



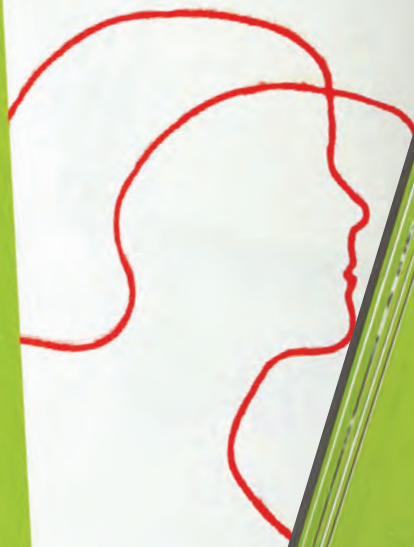
Business Art is
the step that comes
after art. I started
as a commercial
artist, and I want
to finish as a
business artist.

Andy Warhol

FROM VALUE
TO VALUE
A THIN
COMMON
THREAD
FROM HEART
TO HEART



FROM
PERSON
TO PERSON
A THIN
COMMON
THREAD JOINS
AND UNITES



FROM HAND
TO HAND
A THIN
COMMON
THREAD
FOR THE
MAKING



THE THIN
COMMON THREAD
CONTINUES

A THIN COMMON THREAD TO COMMUNICATE

We want. We choose. We create.

Therefore, we are.

We think. We speak. We make.

Therefore, we say.

We are and we say. **By ourselves, though.**

Then in the half-light, a face. Ours.

Then in the silence, **a voice.** Ours.

In front of me. Before you.

Neither premises nor promises. Between us.

In common, a question.

Who are you?

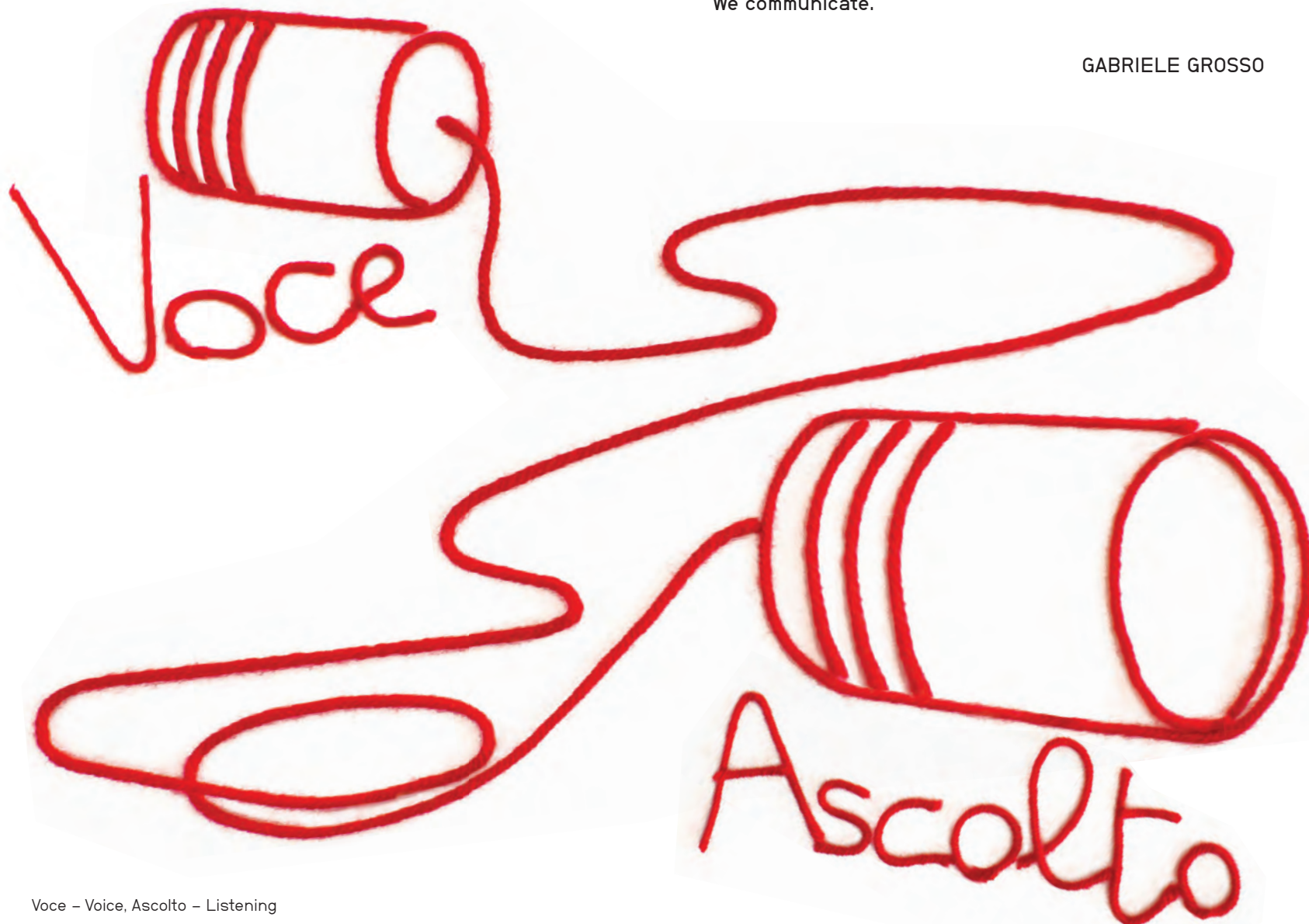
In common, an answer to say who we are.

I am you.

Nothing else to be or to say.

We communicate.

GABRIELE GROSSO



Voce – Voice, Ascolto – Listening

5

ZAMBON
COMMUNICATES
ZAMBON

5

To communicate

the Brand

does not mean to communicate only
the logo of an enterprise

but to us it means

talking about

the culture of an enterprise,

the work of the people,

their mentality

and their way

of behaving

5

Values
and competences

- Ethical values
- Professional values
- Personal values



VALUES.....
COMPETENCES.....

- Being straightforward
- Taking the initiative
- Listening
- Planning together

• COURAGE

• CURIOSITY
and HUMILITY

• HUMILITY and
DISCIPLINE

B
O
ACTIONS.....

As the way to be
for all of us



Everything has
its beauty but
not everyone
sees it.

Andy Warhol

5

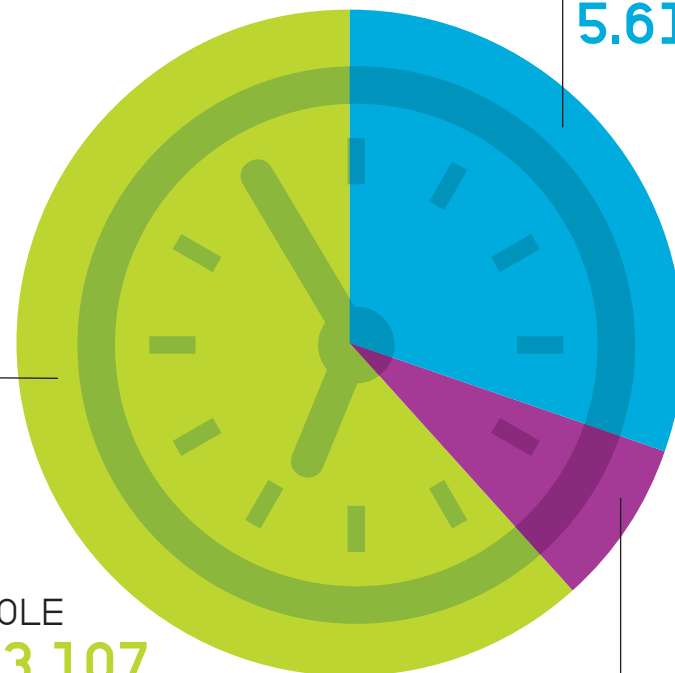
Training:
A strategic investment

We provide training only – in Italy
TRADITIONAL 56%
INTEGRATION 38%
EXPERIMENTAL 6%



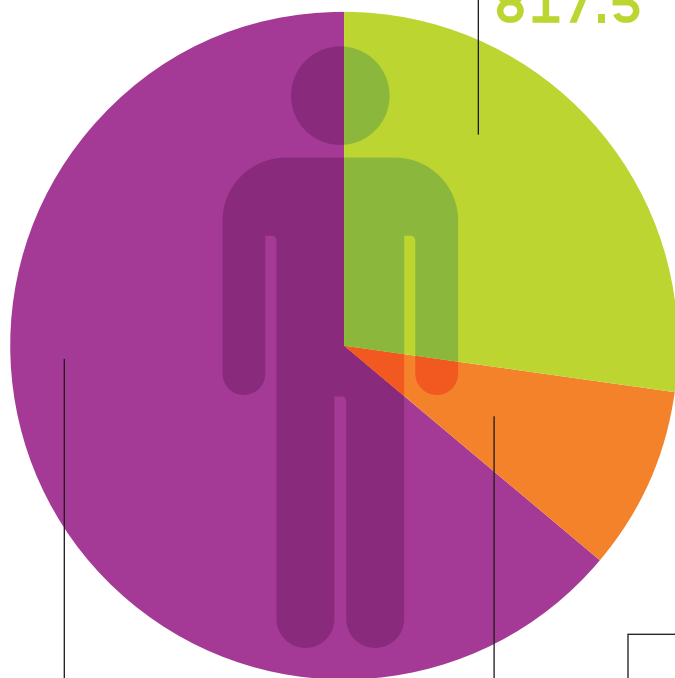
**TRAINING
HOURS**

CORPORATE
5.613



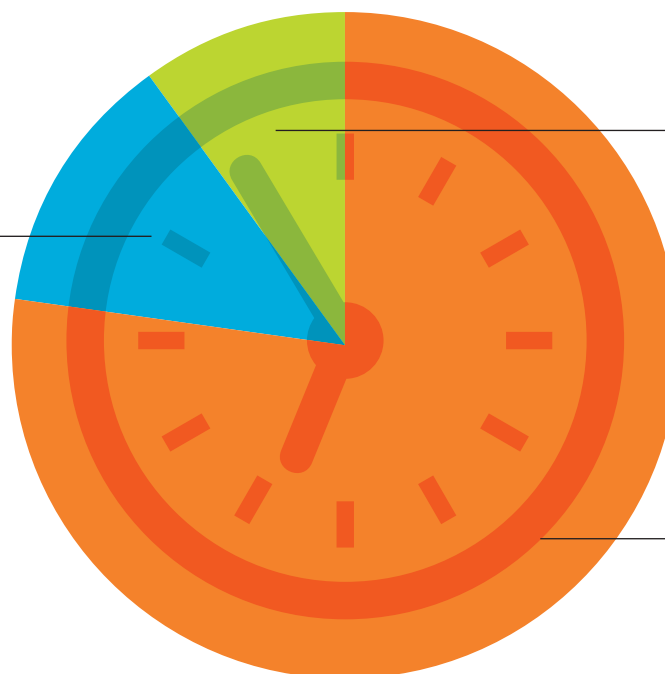
**MAN
DAYS**

CORPORATE
817.5



**HOURS FOR
BUSINESS TRAINING**

CORPORATE
2.036



5

The Zambon MUSEUM

TO CREATE
COMMUNITIES
WITH WHICH
TO SHARE
WAYS OF THINKING



5

ZAMBON MUSEUM

THE HISTORY OF YESTERDAY, TODAY AND TOMORROW IN 6 LETTERS

NOT ONLY A PLACE OF MEMORY
BUT A PLACE WHICH THRIVES
ON OCCASIONS
OF CULTURAL EXCHANGES
AND ON DIFFERENT
CONTRIBUTIONS...



22 Novembre 2011
IL RACCONTO DI UN'IMPRESA



Zambon

MUSEO ZAMBON



THE TALE OF AN ENTERPRISE

Culture of Enterprise Week
Bresso, the Zambon Museum
22 November 2011.

The march of 105 years of history continues and breathes the air of a unique enterprise with Marco Confortola, "eight thousander climber".

5

Being together

ENCOURAGING
AN OPEN
CULTURE FOCUSED
ON SCIENTIFIC
PROGRESS THAT
PLACES THE
PERSON AT THE
CENTRE

Zambon discovering...

...other companies



Comparing ourselves with our associated companies and with other communities of enterprise

Zambon reflects with...

- Pietro Paolo Mennea
- Israel's cultural roots
- Vittorio Dan Segre
- Umberto Ambrosoli
- The values of rugby

Zambon meets the university...



Cristina Alberini

One of the world's prominent Italians

21 October 2010

Mauro Ferrari

The Italian engaged in major research in the USA

24 November 2009

Rogerio Gaspàr

Nanopharmaceuticals & Drug Delivery System

4 February 2011

Mark Schumacher

and research on chronic and acute pain

10 November 2011

Zambon makes the most of key moments, inspirational not only for their scientific content but also for the values and culture they communicate thus contributing to the strengthening of our culture of enterprise

5

Christmas parties

TO SHARE
A WAY OF BEING
AND PERCEIVING
WORK SHARING
A SENSE OF
BELONGING



Lonigo, Christmas Party 2011

The way to communicate the talent that lies
in our people (to energise them):

“ITALIA’S
GOT TALENT”

5

Chef for a day: Quality Making

The purpose of this team building is to provide our people with a "Quality Making" experience where the characteristics of the process recall the quality of pharmaceutical production.



Roberta Morelli



Team Zambon



Team Zambon China



Chef Pier Bussetti



Giovanni De Filippo & Maurizio Taroni
Francesco Vargas & Nunzia Demarco



Giuseppe Romagnolo & Tiziana Corno



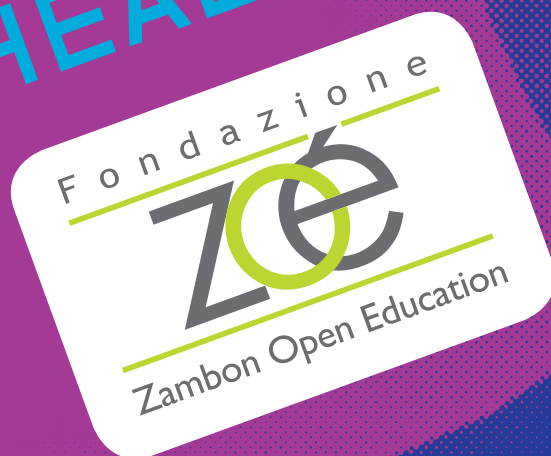
Tiziana Minoja



Maria Cristina Ragusa

5

TO PROMOTE KNOWLEDGE
IN THE FIELD OF HEALTH
AND WELL BEING
VALORISING CORRECT
HEALTH COMMUNICATION



"Only the broadening of our own
scientific knowledge and the
unremitting study of all the **social**
and organisation problems allow us
to rise above **mediocrity** and make
ourselves truly useful and almost
indispensable."

Gaetano Zambon
Gaetano Zambon
July 1938

5

What we do:



volunteer work



web



training



events



publications



partnership

Vivere Sani, Vivere Bene

THE BREATH
OF SUCCESS:
THIRD EDITION
OF THE «VIVERE
SANI, VIVERE
BENE» EVENT

IL RESPIRO

7 days of conferences,
shows, concerts and
meetings

19 appointments
dedicated to science,
medicine, art, sport,
music, theatre, cinema,
song, philosophy and
yoga

41 Italian and
international guests

24 organisational
partners

2 media partner
more than **12.000**
participants



5

Our way
of being and
perceiving work



How our French subsidiary communicates



5



What we are doing in France:



Shows, events, illustrations
and workshops for children



Social network workshop, Computer workshop,
Italian culture workshop, Live my life in Zambon



Pilates courses, massage, yoga



Italian course, painting workshop



Collection and recycling of paper
(P.O.P. = Paper Office Programme)

5

benvivere

In France:



THE TREE OF TALENTS

On the lookout for talent in Zambon to show how art is a form of communication that dwells within each one of us.



LA PARISIENNE 2011

PARIS - SOLIDARITY MARATHON

SOLIDARITREE

SOLIDARITY MARATHON
COLLECTION AND DONATION OF SUNGLASSES.

ZAMBON IN THE WORLD

ITALY

Zambon Company SpA

Zambon SpA (Pharmaceutical)

Zach System SpA (Zambon Chemicals)

ZCube S.r.l.

Zambon Immobiliare S.r.l.

Zambon Group SpA

Via Lillo del Duca, 10

20091 Bresso (Milan)

Telephone +39 02 665241

Fax +39 02 66501492

Zach System SpA

Chemical Plant

Via Dovaro

36045 Almisano di Lonigo (Vicenza)

Telephone +39 0444 433111

Fax +39 0444 831192

Zambon SpA (Pharmaceutical)

Pharmaceutical Plant

Via della Chimica, 9

36100 Vicenza

Telephone +39 0444 968911

Fax +39 0444 348049

SWITZERLAND

Zambon Switzerland Ltd.

Via Industria, 13

CH - 6814 Cadempino

Telephone +41 91 9604111

Fax +41 91 9664351

FRANCE

Zambon France S.A.

13, Rue René Jacques

92138 Issy Les Moulineaux Cedex

Telephone +33 1 58044141

Fax +33 1 58044100

Zach System S.A.

Production & R&D site

Z.I. La Croix Cadeau B.P. 10079

49240 Avrillé Cedex

Telephone +33 241 96 61 61

Fax +33 241 42 76 55

BELGIUM

Zambon S.A./N.V.

Av. E. Demunterlaan 1/9

1090 Bruxelles

Telephone +32 2 7770200

Fax +32 2 7718570

NETHERLANDS

Zambon Nederland B.V.

Basicweg 14b

3821 BR Amersfoort

Telephone +31 33 4504370

Fax +31 33 4561233

SPAIN

Zambon S.A.U.

Pharmazam S.A.U

Maresme 5, P.I. Can Bernades Subirà (ex Urvasa)

08130 Sta. Perpetua de Mogoda (Barcellona)

Telephone +34 93 5446400

Fax +34 93 574 04 36

PORTUGAL

Zambon - Produtos Farmacêuticos Lda.
Zamfarma - Produtos Farmaceuticos Lda.
Rua Comandante Enrique Maya, 1
1500 - 192 Lisbon
Telephone +351 21 7600952/54
Fax +351 21 7600975

RUSSIA

Zambon Pharma Ltd.
Glazovsky per.,
119002 Moscow
Telephone +74 95 9333830/32
Fax +74 95 9333831

BRAZIL

Zambon Laboratórios Farmacêuticos Ltda.
Avenida Ibirapuera, 2332
Moema San Paolo - SP
Telephone +55 11 30759300
Fax +55 11 30759322

COLOMBIA

Zambon Colombia S.A.
Calle 124 No. 45-15
Autopista Norte - Paralela Occ.
Santa Fe de Bogotá
Telephone +57 1 6198558-47-69
Fax + 57 1 6198669

CHINA

Hainan Zambon, Pharmaceutical Co., Ltd.
Hainan Haibon, Pharmaceutical Co., Ltd.

Pharmaceutical Plant
Haikou National Hi-tech Industrial Development Zone
Haikou, 570314 Hainan
Telephone +86 898 6863 1288
Fax + 86 898 6863 6121

Offices
B 209, Cartelo Crocodile Building
No 568 West Tian Shan Road
Shanghai – PR
Telephone: + 86 10 021 62387722

INDIA

Zambon (India) Pvt. Ltd.
Main Mehrauli - Gurgaon Road
JMD - Regent Square
Gurgaon - 122001 (Haryana)
Telephone +91 1242804021/2/3
Fax +91 1242804024

INDONESIA

P.T. Zambon Indonesia
Graha Fatmawati Jalan R.S. Fatmawati
Raja Blok A N.1C
Jakarta Selatan
Telephone +62 21 75903953
Fax +62 21 75903430

Graphics: Rumore Bianco

The Consolidated Financial Statements of the Group are posted on our website
at www.zambongroup.com