

octapharma

Annual Report 2025



Part of a **vital** chain

“Octapharma remains focused on a long-term commitment to our patients, employees and the science behind our therapies. Being independent allows us to concentrate on what truly matters, rather than being driven by short-term pressures.”

Wolfgang Marguerre
Chairman and CEO, Octapharma Group

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01

Our shareholders & Board of Directors

Octapharma shareholders look back on 2025 performance

Board of Directors

“During 2025, we delivered meaningful milestones aligned with our long-term strategy, including progress in capacity expansion, operational efficiency, and targeted growth across core therapeutic areas.”

Tobias Marguerre
Deputy Chairman, Octapharma Group

€3.64bn
revenue

€577m
operating income

11 126
employees





Octapharma shareholders look back on 2025 performance

Octapharma has once again delivered record sales and profitability in 2025 despite a challenging external environment, whilst also making strong progress in executing its strategy for the future.

Net sales increased by 5% to €3.64 billion, and operating income increased by 8.5% to €577 million – reflecting ongoing efficiency improvements, operational discipline and continued demand for its therapies, with a strong contribution from the Critical Care segment.

We spoke with Wolfgang Marguerre, Chairman and CEO of Octapharma Group, and Tobias Marguerre, Deputy Chairman, about the company's performance in 2025, the role of long-term ownership, and priorities for the year ahead.

Octapharma has grown steadily over the years. What does the company stand for today?

Wolfgang Marguerre: Octapharma remains focused on a long-term commitment to our patients, employees and the science behind our therapies. Being independent allows us to concentrate on what truly matters, rather than being driven by short-term pressures. That perspective has guided us through different phases of growth and continues to shape how we think about the future.

2025 was marked by economic uncertainty, geopolitical tension and currency volatility. How do you look back on the year?

Tobias Marguerre: It was a demanding year. Currency movements, particularly the weakening of the US dollar, weighed heavily on our reported sales in Euros, which were approximately 3% below the original budget of €3.755 billion. At the same time, the strong operating profit shows that the underlying performance of the business is strong. Volatility is a part of operating globally. What matters is resilience, and demand for our therapies continued to grow.

“Progress in 2025 was defined by disciplined execution. We achieved important clinical advances during the year.”

Wolfgang Marguerre
Chairman and CEO, Octapharma Group

Octapharma’s strategy is built around five pillars: Innovation, Efficiency, Accessibility, Responsibility and Engagement. What tangible progress was made in 2025?

Wolfgang Marguerre: Progress in 2025 was defined by disciplined execution. The Octapharma Production System (OPS) 2.0 strengthened our efficiency and competitiveness by embedding continuous improvement as a consistent way of working across Octapharma’s production network.

We achieved important clinical advances during the year. Panzyga® demonstrated significant success in advancing infection prevention for people living with chronic lymphocytic leukaemia (CLL), reducing the proportion of patients with severe infections by almost 50%. Panzyga® is expected to become the first immunoglobulin product with a label expansion for primary prophylaxis in CLL patients with secondary immunodeficiency (SID). In Critical Care, new clinical evidence supported more predictable and effective bleeding management. Across Immunotherapy and Haematology, improved access to treatment continued to make a tangible difference to patients’ lives.¹

We also demonstrated our commitment to responsibility with the approval of group-wide, science-based climate targets aligned with the Paris Agreement, embedding sustainability into our long-term decision-making.

Engagement remained equally important. The record participation in the Global Employee Survey in 2025 reflected strong levels of trust and inclusion, reinforcing the culture needed to deliver sustainable performance.²

Which parts of the business were the key drivers of growth in 2025?

Wolfgang Marguerre: The United States continued to be the main driver of growth, especially in immunoglobulins and products such as Nuwiq®, Wilate® and Balfaxar®. Several European markets, including Germany, France, UK, Spain and Italy, made important contributions. Looking further afield, Mexico, Saudi Arabia and Russia performed well. This geographic balance provides us with stability.

Plasma collection remains the foundation of the business. How did this area evolve in 2025?

Wolfgang Marguerre: Our plasma collection network, particularly in the United States, continued to modernise, improve efficiency and enhance the donor experience. Plasma collection is the cornerstone of our value chain. Without donors and the teams supporting them, none of our therapies (apart from our recombinant FVIII, Nuwiq®) would exist.³

What will define Octapharma’s focus in 2026?

Tobias Marguerre: During 2025, we delivered meaningful milestones aligned with our long-term strategy, including progress in capacity expansion across our manufacturing sites, operational efficiency, and targeted growth across our core therapeutic areas. These actions strengthen the resilience of the business and position us strongly for the long term.⁴

“Our priorities are clear. We will continue to invest responsibly, seek innovation with purpose, and remain focused on delivering for patients.”

Tobias Marguerre
Deputy Chairman, Octapharma Group

We approach 2026 with confidence, but without complacency. The environment will remain complex, economically and politically. What gives us confidence is the strength of our foundations: a resilient business model and an organisation that knows how to act under pressure. Octapharma is built on the unwavering commitment of our 11,126 employees worldwide and the trust placed in us by healthcare professionals and patients around the world. None of what we have achieved would have been possible without them.

Our priorities are clear. We will continue to invest responsibly, seek innovation with purpose, and remain focused on delivering for patients. If we stay disciplined in how we operate, the results will follow – guided by our vision to advance human life.



Tobias Marguerre
Deputy Chairman, Octapharma Group

€3.64bn
revenue

€577m
operating income

5%
increase in Group sales

1. Patient stories of Mark, diagnosed with CIDP (p. 40), and Carl, diagnosed with haemophilia A (p. 34).
2. These developments and outcomes are explored in the Engagement chapter (p. 70).
3. Donor experiences, including the stories of Marco (Germany) and Gabriele (United States), are highlighted from p. 48.
4. Further details on these priorities and developments are presented in the Innovation (p. 14) and Efficiency chapters (p. 24).

Board of Directors

Our Executive Board is composed of ten members. Each Board Member is responsible for at least one major function within the company.

Norbert Müller
Board Member

Flemming Nielsen
President Octapharma
USA Inc.

Wolfgang Frenzel
Research and Development

Tobias Marguerre
Deputy Chairman,
Octapharma Group

Roger Mächler
Chief Financial Officer

Josef Weinberger
Corporate Quality and
Compliance Officer



Matt Riordan
Board Member

Olaf Walter
Board Member

Wolfgang Marguerre
Chairman and CEO,
Octapharma Group

Olivier Clairotte
Chief Production
Officer

02

Innovation

Turning data into discovery

“By integrating data, technology and scientific excellence, we strengthen our capacity to deliver innovative therapies that improve patients’ lives worldwide.”

Wolfgang Frenzel
Research and Development

€117m

investments in R&D

8.8%

increase in R&D investments
year-over-year

30+

projects in our R&D pipeline

Turning data into discovery

“Turning discovery into a continuous process of learning is a key element of our R&D strategy. By combining scientific excellence, automation and data integration, we’re creating an environment where ideas and experiments scale naturally over time.”

Thomas Güttler
Senior Director Recombinant R&D

At Octapharma’s Heidelberg R&D site, experiments, data, and analysis flow together in real time. Robotic systems handle repetitive operations, digital platforms transform raw data into integrated, searchable insights, and researchers uncover patterns that no algorithm alone could reveal.

“Turning discovery into a continuous process of learning is a key element of our R&D strategy,” says Thomas Güttler, Senior Director Recombinant R&D. “By combining scientific excellence, automation and data integration, we’re creating an environment where ideas and experiments scale naturally over time.”

Small antibodies, big implications

Among Heidelberg’s most exciting research fields are VHH antibodies, often called Nanobodies®.¹ These are tiny functional antibody fragments, originating from camelid or shark immune systems. Roughly one-tenth the size of a conventional antibody, they can be engineered for strength, stability and pharmacokinetics.

“Their versatility is truly impressive,” says Antra Zeltina, Head of R&D Molecular Design. “We can design them to reach therapeutic targets that were once inaccessible to antibodies or to combine multiple mechanisms in a single molecule.”

These nanometer-sized biologics are driving research across Octapharma’s therapeutic focus areas – immunology, haematology and critical care. State-of-the-art technology is enabling VHH discovery at scale: while traditional antibody discovery workflows only allow identification of a few hundred antibody variants, next-generation sequencing (NGS), as used by the R&D team in Heidelberg, “scans” millions of candidates simultaneously. This dataset is the foundation of a data-driven discovery pipeline that combines wet-lab experiments with modelling and advanced machine learning techniques.

Right: Max-Philipp Fischer, Head of R&D Automation and Data Management, drives smarter R&D through integration of lab automation and digital data processes.

1. Nanobody® is a registered trademark of Ablynx N.V./Sanofi



"NGS gives us the complete picture," Antra explains. "We can see the full diversity of sequences and identify rare VHH variants that could make the difference."

From data to design

The R&D team optimises VHH antibodies for properties such as target specificity, biological activity, and production yield to turn promising leads into therapeutic molecules. To navigate a design space with more combinations than stars in the observable universe, the teams iterate through cycles of wet-lab experimentation and in-silico modelling. Machine learning algorithms sift through assay data and prioritize functional candidates for validation in the laboratory. After functional testing, the data feeds back into the models, improving performance in the next round, with ever-increasing precision.

Hendrik Böhler – Scientist at R&D Molecular Design – has been closely involved in building this pipeline from the beginning. "Machine learning helps us focus," he explains. "We don't use it to predict everything; we use it to highlight which candidates are worth testing in our labs. That saves months of work while keeping the decisions where they belong – to be made with deep human understanding."

The payoff is evident: cycles that once took months now take weeks. Predictions guide experiments, experiments refine predictions, and each loop brings Octapharma closer to a clinically usable "development candidate".

Antra Zeltina adds, "We apply a lab-in-the-loop strategy, linking digital design cycles with highly automated wet-lab measurements. This integration accelerates learning from both experimental results and in-silico predictions, driving faster and smarter optimisation of therapeutic candidates."

Inside an R&D smart lab

For those working with these systems every day, the impact is tangible. "Earlier in my career, I spent hours pipetting and preparing labware by hand. Now I put my expertise into telling the robots what to do," says Annika Neumann, Associate Expert R&D Automation. "When the setup runs on its own, I can use that time to be creative where machines simply can't."

This shift in how people work is exactly what drives the broader vision for automation at Octapharma. "Of course, the goal is to get automated systems to run independently and reliably," explains Max-Philipp Fischer, Head of R&D Automation and Data Management. "But the real value lies in the independence that tech gives back to the people behind it: time and freedom to apply their expertise where it creates the most impact."

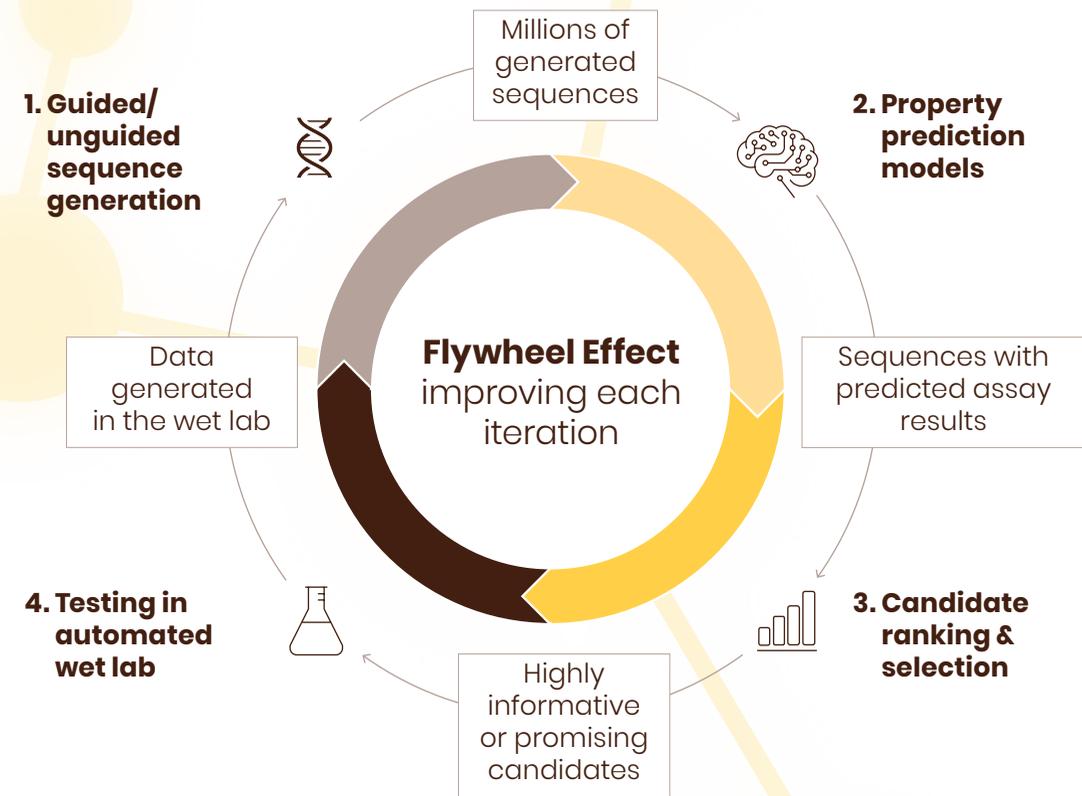
"NGS gives us the complete picture. We can see the full diversity of sequences and identify rare VHH variants that could make the difference."

Antra Zeltina
Head of R&D Molecular Design

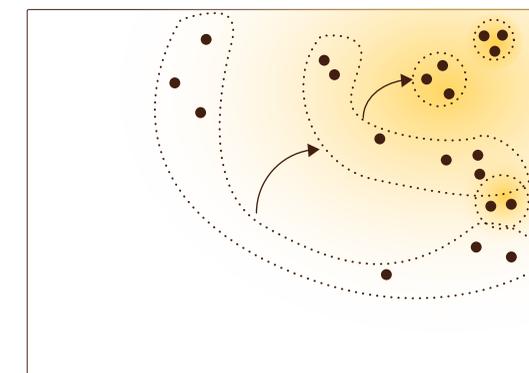
1. Chu, H. Y., Fong, J. H. C., Thean, D. G. L., Zhou, P., Fung, F. K. C., Huang, Y., & Wong, A. S. L. (2024). Accurate top protein variant discovery via low-N pick-and-validate machine learning. Cell Systems, 15(2), 193–203.e6. Accessed October 29, 2025. Accessible at: <https://doi.org/10.1016/j.cels.2024.01.002>

NGS and early discovery data to start the loop

Next-generation sequencing (NGS) and early discovery data start the loop; each cycle of design, prediction, testing, and learning makes the system smarter – a true flywheel of protein innovation.



Active learning accelerates the discovery loop



A recent study by Chu et al. found that testing less than **2%** of candidates in a large library can train machine learning models to predict the entire design space with **93% accuracy**, enabling efficient identification of the top 1% variants.¹

The figure illustrates an active learning strategy: rather than testing variants randomly, the model targets regions likely to have high activity and avoids low-activity areas. This focused approach accelerates exploration and increases the chances of finding top-performing candidates.

low activity high activity sampling region sampled variant search path

The digital backbone

Technology has changed how R&D labs, experiments, data, and researchers are now connected to a flexible research environment where results are logged in real-time, readily available, traceable and usable.

"Digitalisation for us isn't about collections of fancy systems," says Thomas Güttler. "It's about creating structure, clarity, and focus so that we can maximise our impact and improve patients' lives by developing innovative, life-saving health solutions."

Digital documentation has replaced manual logs and, more importantly, it has changed how the teams collaborate. Everyone works from the same live data. This focuses discussions and maximises their impact while accelerating decision-making. A culture of collaboration across all R&D groups drives these developments.



Collaboration at the core

"Collaboration has never been as easy as it is now," says Till Kalkreuter, Associate Expert R&D Developability and Formulation. "When someone adjusts a parameter or uploads new results, the whole team can see the impact instantly. That changes how you talk about research."

This openness extends across disciplines and sites. R&D units and support sites across Octapharma regularly exchange multi-terabyte datasets and workflow templates. Shared standards for documentation and analysis ensure that new insights travel with ease.



Quality by design and by culture

Reproducibility is where reliable research and development begins. It is treated not as a final check but as an element hardwired into every process. Each result, sample and parameter is logged with a full, transparent audit trail. Data-driven transparency has reduced variation between routine workflows to just a few percent.

"Reproducibility isn't just an outcome," says Hendrik Böhrer. "It's something we built in from the start. When the process is transparent and reproducible, you can trust the result, and that trust speeds up everything."

Long continuous runs have become routine, a mark of reliability rather than risk. "Automation and data management let us scale without losing precision," says Max-Philipp Fischer. "We can see potential issues at a very early stage and react accordingly. That's why we run complex processes for days with full confidence."

"Collaboration has never been as easy as it is now."

Till Kalkreuter
Associate Expert R&D
Developability and Formulation



Automation with a human touch

In Heidelberg's laboratories, machines and researchers work side by side. From code to sequence, from robotics to results, the R&D team is proving that research can move faster without sacrificing precision. Each experiment builds on the last, driven by both human insight and automated precision.

"As automation and data integration mature, the focus shifts from building systems to using them wisely," says Max-Philipp Fischer. "Machines deal with precision and scale. People bring creativity and vision. That is the balance we aim to keep."

Curiosity, collaboration and digital confidence shape how the team works today. Their laboratories have become a connected space where data, devices and researchers evolve together, one cycle at a time.

Octapharma is moving forward with purpose. Technology will accelerate discovery, but people will define it. The mission remains the same. Apply innovation responsibly and turn every advance into real value for our patients.

"At Octapharma, we translate this approach into a clear strategic commitment," says Wolfgang Frenzel, R&D Board Member. "By integrating data, technology and scientific excellence, we strengthen our capacity to deliver innovative therapies that improve patients' lives worldwide."

Beyond the numbers, our data strategy has reshaped how the Heidelberg team approaches quality by strengthening confidence in our methods, our data, and the way we work together.

The evolving lab

In Heidelberg, the lab continues to evolve alongside its people and technologies. "It's not a destination; it's a direction," says Thomas Güttler. "We modernise our tools and data flows, so creativity and flexibility can stay at the centre of what we do."

The approach is simple: keep systems modular, connect data effortlessly, and build teams that treat digital tools as part of their own expertise. Strengthening data literacy and coding skills has become as important as mastering wet-laboratory methods. Each cycle of technological advancement generates new insights that are shared across Octapharma's global research network, allowing progress to continuously build on itself with people-driven creativity and innovation at its heart.

Top left: As Senior Engineer Bioprocess USP, Iva Pavičić translates complex biology into scalable, high-quality processes.



"The real value lies in the independence that tech gives back to the people behind it: time and freedom to apply their expertise where it creates the most impact."

Max-Philipp Fischer
Head of R&D Automation and Data Management

03

Efficiency

Our production sites record measurable impacts under Octapharma Production System (OPS) 2.0

5

state-of-the-art manufacturing facilities

500+

improvement ideas submitted across the network

93

initiatives already implemented

“Efficiency is not only about doing things faster or better, it is about using our resources responsibly to deliver sustainable value for patients, partners, and society.”

Josef Weinberger
Corporate Quality and Compliance Officer



Our production sites record measurable impacts under Octapharma Production System (OPS) 2.0

In biopharmaceutical manufacturing, progress is often built on a series of small but meaningful refinements. By challenging established routines and introducing smarter, more sustainable ways of working, teams across Octapharma are strengthening the foundations for further innovation.

In 2025, OPS 2.0 – the enhanced Octapharma Production System and a core pillar of our long-term strategy – advanced from concept to implementation, and is now embedded across the production network – enabling teams to pursue operational excellence with greater consistency and impact.

OPS 2.0: From framework to culture

OPS 2.0 represents the evolution of the Octapharma Production System. While OPS 1.0 already focused on increasing throughput by working more efficiently with the resources we have, OPS 2.0 extends this approach. The shift now goes beyond optimising output and places stronger emphasis on cost efficiency across all areas. Teams are encouraged to challenge routines, simplify processes, and use resources with greater precision.

This shift reflects the central purpose of OPS 2.0: building long-term competitiveness through continuous improvement.

“Efficiency isn’t just about cost control. It’s about creating capacity for innovation,” says Diana Wedenlid, Group Senior Director for Operational Excellence. “In 2025, this focus led to a meaningful step forward. Thanks to the initiatives introduced under OPS 2.0, our overall cost development remained stable, showing how disciplined improvement and the growing ownership of efficiency across our sites translate directly into greater capacity to reach patients.”

This evolution is also reflected in the way teams are embracing OPS 2.0. Diana notes that what began as a framework is now becoming a shared culture across sites, with ownership, collaboration and everyday efficiency shaping how teams work.

Turning ideas into positive impact

The benefits of this transformation are now increasingly visible. Teams are simplifying processes, reducing waste, and focusing more time on value-adding activities. Individually, many of these improvements may appear modest – but together, they have created measurable gains across the network.

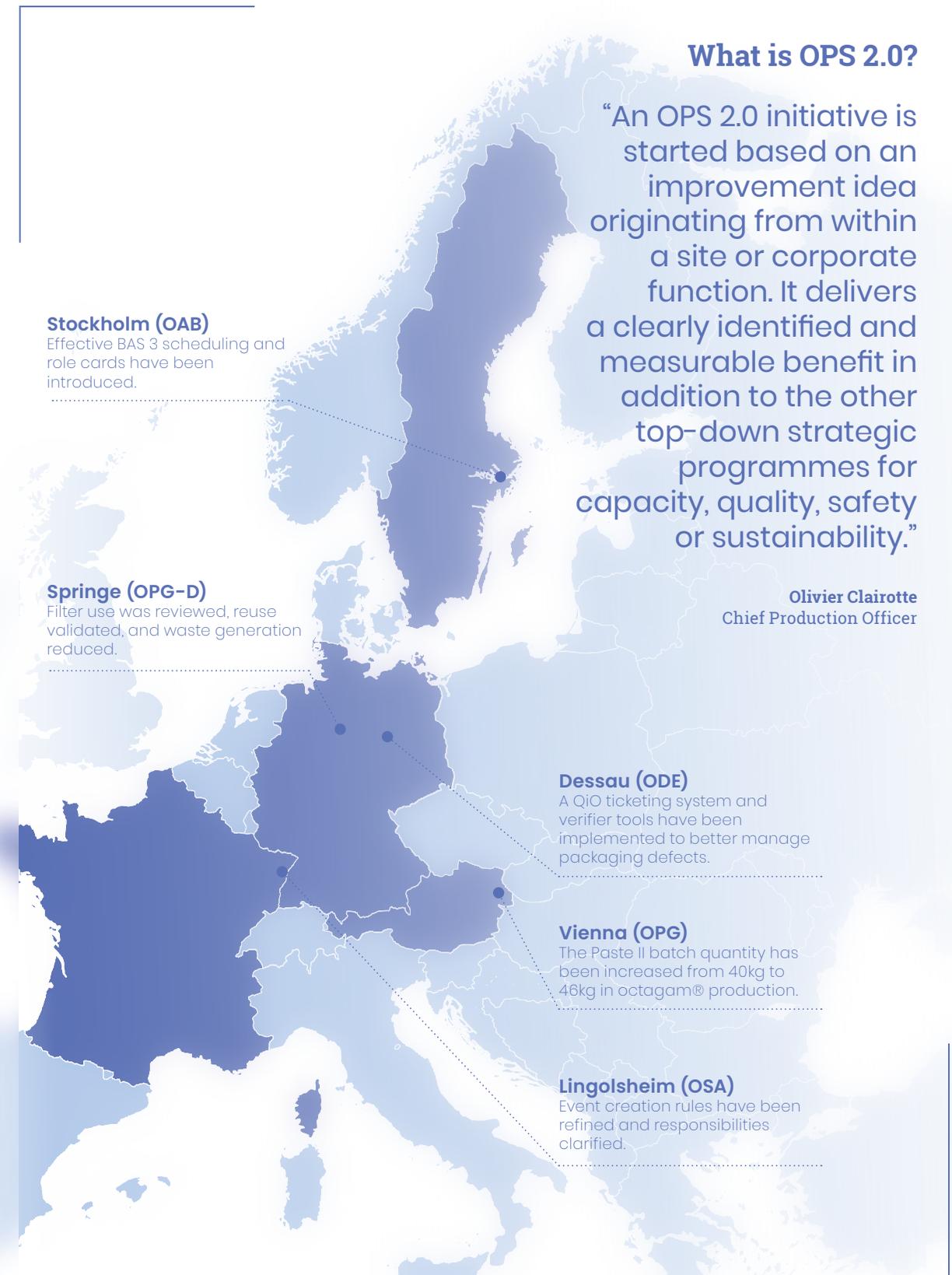
Enhancements in planning, process optimisation and automation are strengthening reliability and throughput – supporting our ability to deliver medicines more efficiently. OPS 2.0 demonstrates clearly that sustained, practical innovation is essential not only for operational performance, but also in order to meet the needs of patients worldwide.

“Efficiency – in this sense – becomes both an operational and an ethical commitment,” adds Delphine Vivier, Group Lead Expert Operational Excellence. “It’s how Octapharma ensures that each litre of plasma, each batch of product, and each hour of work produces maximum impact.”

What is OPS 2.0?

“An OPS 2.0 initiative is started based on an improvement idea originating from within a site or corporate function. It delivers a clearly identified and measurable benefit in addition to the other top-down strategic programmes for capacity, quality, safety or sustainability.”

Olivier Clairotte
Chief Production Officer



04

Accessibility

Critical care: An overlooked risk in heart surgery – the perioperative question insufficiently addressed for too long

Haematology: Choosing adventure, choosing life

Immunotherapy: Learning the strength of vulnerability one step at a time

Donor stories: Dancing against the odds

Donor stories: Sisters in service

“Expanding accessibility means understanding patient needs and building the pathways that ensure our therapies reach those who rely on them.”

Flemming Nielsen
President, Octapharma USA, Inc.

100k +

patients worldwide benefit from our life-saving products

120

countries - reaching patients worldwide

3

therapeutic areas:

Critical Care
Haematology
Immunotherapy



An overlooked risk in heart surgery – the perioperative question insufficiently addressed for too long

For most patients undergoing heart surgery with cardiopulmonary bypass (CPB), the blood thinner heparin is a routine safeguard, preventing dangerous clots during extracorporeal circulation. However, for a significant minority, heparin is ineffective – creating a critical situation in which the attending physicians in the operating theatre must act quickly, often with limited tools.

An estimated one in ten cardiac surgery patients develops heparin resistance, frequently caused by low levels of antithrombin, a protein essential for heparin to work. When heparin resistance occurs, it places additional strain on hospital resources.

Despite the seriousness of the problem, the condition has received relatively little focused clinical attention. A major international trial now aims to address this gap.

Sponsored by Octapharma, the ongoing Phase 3 ATN-108 study is testing whether an intravenous antithrombin concentrate (Atenativ) can restore heparin responsiveness in patients with acquired antithrombin deficiency undergoing complex cardiac surgery requiring cardiopulmonary bypass.

Designed for speed, clarity and real-world relevance

The ATN-108 study is a randomised, double-blind, placebo-controlled Phase 3 study which will enroll approximately 120 heparin-resistant patients across 37 sites in 11 countries across Europe and North America.

Patients are randomised to receive one of two doses of antithrombin concentrate or a placebo, administered shortly before employing CPB. The primary objective is to assess whether treatment can restore and maintain heparin responsiveness without the need for additional antithrombin-containing rescue therapies, such as fresh frozen plasma, during cardiopulmonary bypass.

The Phase 3 trial was launched in 2024 and progressed significantly in 2025, with early enrolment indicating the need to refine dosing based on emerging data.

“Generating robust evidence in areas of unmet medical need is how we create the foundation for broader patient access.”

Oliver Hegener
Senior Vice President, IBU Critical Care

ATN-108: Phase 3 study in patients with acquired antithrombin deficiency

- Multicentre, double-blind, placebo-controlled study in heparin-resistant patients with acquired AT deficiency scheduled for cardiac surgery necessitating CPB.
- The protocol for ATN-108 was recently amended to include a revised dosing regimen and additional study sites/regions.
- The study is conducted according to the ethical principles outlined in the Declaration of Helsinki and patient consent is required.

- ✓ **Primary objective:** To evaluate the efficacy of two different doses of AT concentrate versus placebo in restoring and maintaining heparin responsiveness in adult patients undergoing cardiac surgery necessitating CPB.
- ✓ **Secondary objectives:** To evaluate the amount of further therapy and AT concentrate needed for restoring heparin responsiveness; change in ACT values, AT levels, and heparin usage; use of frozen plasma; transfusion of allogeneic blood products, coagulation factor concentrates, and other haemostatic-relevant therapies; postoperative chest tube drainage; reoperation rates due to bleeding; cell saver volume; AEs, SAEs and survival status; RBC, WBC, and platelet counts; and haemoglobin and haematocrit levels.

ATN-108 Phase 3 dosing design



Inclusion criteria

1. Planned cardiac surgery with CPB.
2. Heparin-resistant patients (pre-CPB HemoChron ACT <480 seconds in the measurement taken between 2–5 min following IV administration of 500 U/kg UFH).
3. Patients aged ≥18 and ≤85 years.
4. Freely given written or electronic informed consent.
5. In female patients of childbearing potential, a pre-existing negative pregnancy test within 14 days prior to surgery.



Exclusion criteria

1. Receiving, or have received, one or more of the following medications prior to the start of surgery: vitamin K antagonists, direct oral anticoagulants, thienopyridines (unless platelet function is satisfactory), ticagrelor (unless platelet function is satisfactory), or glycoprotein IIb/IIIa antagonist.
2. Pre-existing coagulopathy, history of bleeding problems, or laboratory-diagnosed bleeding disorder.
3. Renal insufficiency (serum creatinine >2.0 mg/dL).

Dosing: Patients randomised 2:2:1:1 to receive a low or high dose of AT concentrate or placebo.

ATN-108 Phase 3 development timeline



Estimated population: 120 patients with acquired AT deficiency.

Abbreviation: ACT, activated clotting time; AEs, adverse events; AT, antithrombin; CPB, cardiopulmonary bypass; RBC, red blood cell; SAEs, serious adverse events; WBC, white blood cell; IV, intravenous; UFH, unfractionated heparin

11

countries across Europe and North America support patient diversity and efficient recruitment

37

sites

120

heparin-resistant patients recruited

"This indication requires rapid intervention," explains Cristina Solomon, Global Vice President, Head of CRD Lachen. "The study is designed to generate clear and clinically meaningful efficacy and safety data in an acquired antithrombin deficiency indication."

The trial has expanded Octapharma's collaboration with anaesthesia and cardiac surgery teams worldwide, both in countries where perioperative use of coagulation factor concentrates is well established and in those where use is still developing.

A blueprint for future global trials

For Sylvia Werner, Senior Director, Clinical R&D, who leads the programme, ATN-108 reflects how Octapharma intends to conduct other complex global studies. "For trials such as this, a broad international footprint is essential," she says. "It enhances patient diversity, supports recruitment timelines and allows us to operate across multiple regulatory systems."

Sylvia adds that close collaboration with individual centres is critical in less common indications such as heparin resistance.





Learning from early signals

The study placed emphasis on real-time data monitoring from the start, allowing early review of patient outcomes. That close monitoring proved decisive when early data suggested the initial dosing regimen might not be sufficient for some patients with severe antithrombin depletion. Recruitment was paused, the dosing strategy revised and the updated protocol was submitted for regulatory approval.

The revised design now evaluates two higher active doses versus placebo, with dosing linked directly to activated clotting time, which is routinely measured during cardiac surgery.

“This approach allows us to understand dose response while balancing efficacy and safety,” Sylvia explains. Recruitment for the trial is expected to continue until early 2028.

Reaching multiple indications

While antithrombin concentrates are widely approved for congenital antithrombin deficiency, ATN-108 focuses on acquired deficiency – a far larger and more heterogeneous patient population.

Strategically, Cristina sees the study as a foundation for further development in surgical bleeding management and critical care indications. Future applications could extend beyond cardiac surgery to other high-risk settings where heparin resistance is a concern, including extracorporeal membrane oxygenation (ECMO), major vascular surgery and potentially within intensive care units.

Shifting standards and access

Beyond trial endpoints, the study aims to change how acquired antithrombin deficiency is managed globally. “Lasting success would mean moving the clinical benchmark away from fresh frozen plasma in countries and hospitals where frozen plasma is still the standard-of-care,” says Sylvia. “It could also support dialogue with regulatory authorities in markets such as the United States.”

Cristina believes the focused design of the study could enable rapid translation into regulatory and clinical decision-making. For patients facing high-risk heart surgery – and for clinicians

managing one of its high-risk complications – ATN-108 could help align treatment standards and access to care.

For Octapharma, the implications of ATN-108 extend beyond clinical data, aligning with a broader strategy to expand access to therapies worldwide. “Generating robust evidence in areas of unmet medical need is how we create the foundation for broader patient access,” says Oliver Hegener, Senior Vice President, IBU Critical Care.

If successful, ATN-108 could support a significantly wider and more consistent access to antithrombin therapy in perioperative and critical-care settings around the world.

“The study is designed to generate clear and clinically meaningful efficacy and safety data in an acquired antithrombin deficiency indication.”

Cristina Solomon
Global Vice President, Head of CRD Lachen



Choosing adventure, choosing life

The late 1980s had brought a milestone development with the introduction of viral inactivation methods – among them, Octapharma’s adoption of the licensed solvent/detergent (S/D) process. And in 1992, the FDA approved the first recombinant factor VIII, expanding options.

For Carl, the outdoors has never been just a hobby – it’s where he feels most alive. Growing up on the edge of Sequoia National Park, his childhood was filled with hiking, fishing and river adventures. This love for wild places shaped him into the man he is today: an environmental scientist, a firefighter, a husband, and the father of a little girl.

But on every trail, lake, or river, Carl carried something invisible: haemophilia A, a rare genetic condition that prevents blood from clotting properly. Without enough clotting factor VIII, even small injuries can cause prolonged bleeding or internal joint bleeds that lead to long-term damage. Over 740,000 people live with haemophilia worldwide¹, including 30,000 in the U.S.²

Diagnosed as a baby in 1993, Carl at first faced a world with limited treatment options. The late 1980s marked a breakthrough in plasma safety. Octapharma played a pioneering role by introducing viral inactivation into the plasma manufacturing process through the licensed solvent/detergent (S/D) method – an innovation that removed viruses from plasma-derived medicines and made therapies much safer. In 1992, the FDA approved the first recombinant factor VIII, further expanding treatment options for people with haemophilia. These medical advances – together with preventive care – have greatly improved life expectancy – allowing people with haemophilia in the U.S. and around the world to look forward to longer, healthier lives than ever before. “It’s night and day compared to the early ‘90s,” Carl says.

Early diagnosis, early independence

Carl’s mother – a known carrier – had grown up with cousins who had haemophilia, but hearing her own child’s diagnosis was still a shock. Living far from hospitals, the family had to adapt quickly. At first, a Park Ranger friend – a trained paramedic – helped with Carl’s factor VIII infusions until his father learned to do them.

“My parents dove in to learn as much as possible,” Carl remembers. “They gave me freedom, but also responsibility. By the time I was a teenager, I was

1. World Federation of Hemophilia (WFH). Report on the Annual Global Survey 2023. Montréal: WFH; 2024. Accessed September 23, 2025. Accessible at: Home | World Federation of Hemophilia
2. Centers for Disease Control and Prevention (CDC). Hemophilia Data and Statistics. Atlanta: CDC; updated 2024. Accessed September 23, 2025. Accessible at: Data and Statistics on Hemophilia | Hemophilia | CDC



managing much of my own treatment. That independence shaped who I am today.”

In those early years, Carl mostly kept quiet about his condition. “Most of my friends knew, but I didn’t bring it up much – it felt easier to just push it aside,” he says. Over time, though, he realised that independence also meant knowing when to speak up. “In remote areas, people need to know. Talking about it isn’t fear – it’s safety.”

That awareness grew stronger as Carl continued to seek adventure outdoors, where the risks – and rewards – were never far away.

Taking adventure to the limit

Despite ankle surgeries and joint bleeds, Carl never let haemophilia define what he could do. Camping, rafting, and hiking became family traditions. “There’s a photo of me infusing at the bottom of the Grand Canyon,” he recalls. “That picture says it all.”

But the challenges were real. Just before he joined High School, a mountain biking accident ended in a helicopter evacuation. “I lost a tooth and broke an arm, but thankfully no brain bleed. That moment really stuck with me – a reminder of how quickly life can change.”



1 in 5,000

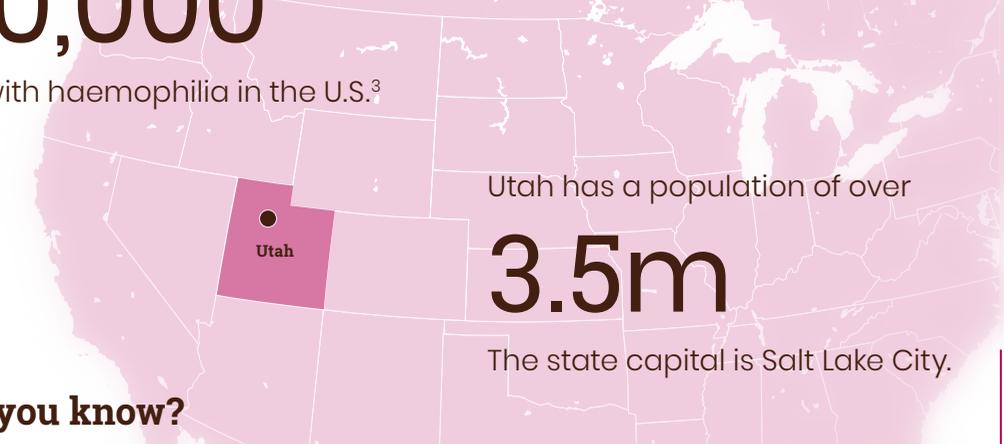
male births worldwide are affected by haemophilia¹

> 740,000

people live with haemophilia globally²

30,000

live with haemophilia in the U.S.³



Utah has a population of over

3.5m

The state capital is Salt Lake City.

Did you know?

Haemophilia was once called the “royal disease.” In the 19th century, Queen Victoria unknowingly carried the gene and passed it through her descendants into several European royal families.⁴

1. World Federation of Hemophilia (WFH). Report on the Annual Global Survey 2023. Montréal: WFH; 2024. Accessed September 23, 2025. Accessible at: Home | World Federation of Hemophilia
2. Gringeri, A., Mannucci, P. M., Gringeri, M., Castaman, G., & Peyvandi, F. (2025). Global estimation of the bleeding episodes treatable with desmopressin in von Willebrand disease and hemophilia A. *Haematologica*, 110(8), 1710-1722. Accessed September 23, 2025. Accessible at: Global estimation of the bleeding episodes treatable with desmopressin in von Willebrand disease and hemophilia A | Haematologica
3. Centers for Disease Control and Prevention (CDC). Hemophilia Data and Statistics. Atlanta: CDC; updated 2024. Accessed September 23, 2025. Accessible at: Data and Statistics on Hemophilia | Hemophilia | CDC
4. HemAware. (2023, April 28). Why Is Hemophilia Called the Royal Disease? Accessed September 23, 2025. Accessible at: Why Is Hemophilia Called the Royal Disease? | HemAware

Today, Carl deals with arthritis in his ankles - the lasting result of childhood bleeds. "I've learned to adapt. I don't run anymore, but I have hiked 22 miles in a day. It's about knowing your limits and finding new ways to keep moving."

Confidence with Nuwiq®

In 2020, Carl began treatment with Nuwiq® after his previous factor VIII therapy was discontinued - which quickly became part of his daily rhythm. "I do my infusions every other day first thing in the morning - five minutes, just like brushing your teeth - then get on with my day."

The protection Nuwiq® offers gives him the freedom to keep living life to the full. His work with the Bureau of Land Management often takes him into remote landscapes or wildfire zones. "I've infused in rainforests, deserts, and even during fire assignments covered in soot. Having treatment that travels with me means freedom."

"At Octapharma, our work goes beyond developing innovative treatments like Nuwiq®. We are deeply committed to raising awareness of haemophilia and making sure that no one faces this journey alone. By sharing knowledge, patient platforms, and forging partnerships with healthcare professionals, we want people like Carl - and every family living with haemophilia - to feel seen, supported, and hopeful," says Paul Wilk, Senior National Director, Octapharma USA.

Fatherhood: a new chapter

Now based in Salt Lake City with his wife Megan and their one-year-old daughter, Hazel, Carl's outlook has shifted. "Becoming a father changes everything. I want to protect my joints, stay healthy, and make sure I can fully share my love of the outdoors with Hazel. I don't want to be a dad on the sideline - I want to be out there with her."

Time in nature is a weekly ritual: snowboarding in winter, hiking and fishing in summer, exploring Utah's beauty year-round. The family is already dreaming of a backpacking trip through the Italian Dolomites.

Asked what he's proudest of, Carl doesn't hesitate: "I've built the life little-kid me wanted. I've got a family, a career I care about, and the chance to keep exploring wild places. Haemophilia is part of my story, but it doesn't write the ending."

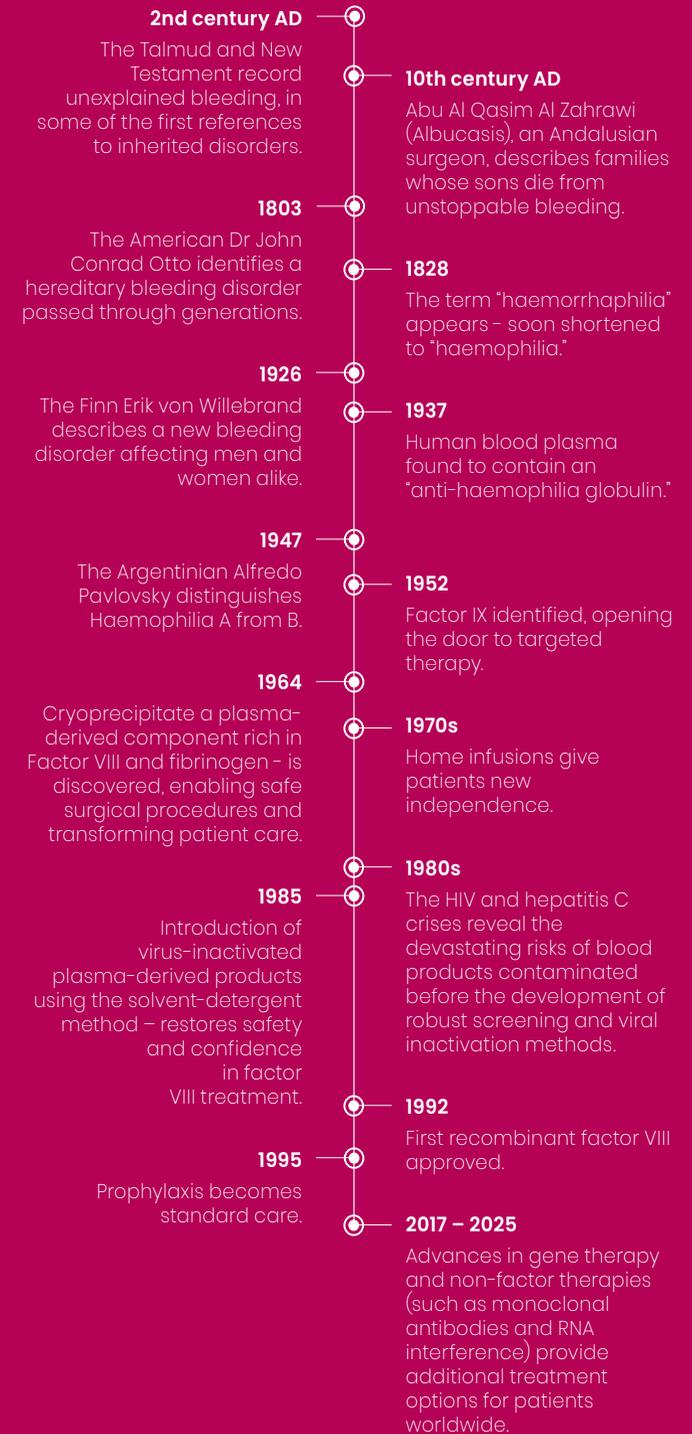
His advice to young people newly diagnosed is heartfelt: "Treatments have come a long way - and today's therapies mean you can feel confident and secure. Protect your joints, stay active, and never stop exploring. The opportunities are there - you just need to take them."



"Becoming a father changes everything. I want to protect my joints, stay healthy, and make sure I can fully share my love of the outdoors with Hazel. I don't want to be the Dad on the sideline - I want to be out there with her."

Carl

From early references to modern breakthroughs





Learning the strength of vulnerability - one step at a time

IVIg provides antibodies from plasma donors that modulate abnormal immune responses, reducing inflammation and protecting nerve function. For people with CIDP, it can mean the difference between paralysis and independence.

In beautiful northern Michigan, USA, Mark Carlson was living his dream. Working with his wife Patti, he proudly built up the Silver Leaf Vineyard and Winery from scratch. Producing 500 gallons of Pinot Noir in their very first vintage, Mark designed every label and even built the tasting room by hand. For Mark it was a labour of love - every detail mattered, every drop told a story.

But right out of the blue, life dealt Mark a cruel blow.

Following knee replacement surgery in 2000, Mark began losing the feeling in his legs. It didn't seem like much at first, but the weakness soon spread, and within months he was paralysed from the neck down. "I was scared to death," he remembers. "I didn't know what to do."

A rare and frightening diagnosis

Doctors ran test after test before eventually diagnosing chronic inflammatory demyelinating polyneuropathy, or CIDP.

Like most of us, Mark had never heard of it. CIDP is the most common - albeit still rare - chronic autoimmune disorder of the peripheral nervous system. Roughly up to 10 in every 100,000 people live with it.¹ The condition occurs when the body's immune system mistakenly attacks the myelin sheath, the protective covering of peripheral nerves. Without this insulation nerve signals slow down or stop altogether - leading to progressive weakness, loss of reflexes, pain, and in severe cases - paralysis.²

"What's fortunate," Patti says, "is that Mark had a doctor who could pinpoint it right away."

1. Caballero-Ávila, M., Martín-Aguilar, L., Collet-Vidiella, R., Querol, L., & Pascual-Goñi, E. (2025). A pathophysiological and mechanistic review of chronic inflammatory demyelinating polyradiculoneuropathy therapy. *Frontiers in Immunology*, 16. Accessed September 23, 2025. Accessible at: [Frontiers | A pathophysiological and mechanistic review of chronic inflammatory demyelinating polyradiculoneuropathy therapy](#)

2. CIDP (Chronic Inflammatory Demyelinating Polyneuropathy). Accessed September 23, 2025. Accessible at: [CIDP \(Chronic Inflammatory Demyelinating Polyneuropathy\)](#)



Research shows that diagnostic delays often stretch from 12 to 18 months, and some patients go years without proper treatment.³

"Octapharma's focus on neuroimmune disease reflects the scale of unmet medical need and the lack of awareness that continues to delay care for too many patients," says Christoph Wissmann, Global Senior Vice President IBU Immunotherapy. "Addressing neuroimmune disease is not just a medical necessity; it is a global responsibility. By building awareness and driving innovation, we can shorten the diagnostic journey, improve outcomes, and expand accessibility worldwide - ensuring that more patients receive the therapies they need, when they need them."

For Mark, his early diagnosis and timely access to intravenous immunoglobulin (IVIg) meant the difference between permanent disability and a chance to rebuild his life.

More time to live

"For me, IVIg is actually a lifeline to the future," says Mark. IVIg provides antibodies from plasma donors that modulate abnormal immune responses, reducing inflammation and protecting

nerve function. For people with CIDP, it can mean the difference between paralysis and independence.

At first, each of Mark's IVIg sessions lasted more than four hours, leaving him exhausted. With his previous IVIg, Mark had to take a premedication to tolerate it better. The drowsiness caused by the premedication effectively ruined his entire day. Then came a change: his treatment switched to panzyga®. Infusion times dropped to around two hours, and for the first time in years he felt more energetic. Free from both the long infusions and the need for premedication, he no longer lost his entire day to treatment. For Mark, this meant getting his day back, and those extra hours have allowed him more time to create, more time with Patti, and more time to live. In fact, with IVIg, Mark says he actually feels better: "With this treatment, I have more life in me."

For patients like Mark, accessibility isn't only about whether a therapy or treatment is available. It's also about whether it's good enough to enhance the patient's quality of life. Furthermore, it's only when the value proposition of our product is

3. Insights into refractory chronic inflammatory demyelinating polyneuropathy: a comprehensive real-world study. Accessed September 23, 2025. Accessible at: [Frontiers | Insights into refractory chronic inflammatory demyelinating polyneuropathy: a comprehensive real-world study.](#)

A close-up photograph of several paintbrushes in a container. The brushes have various colored handles (blue, silver, black) and bristles. The background is blurred, showing a warm, golden light.

"When I opened myself to being vulnerable, I gained more friends, and my relationship with Patti grew stronger."

Mark

appreciated by the entire chain of providers and payers that access becomes possible.

"I was fortunate to visit our panzyga® manufacturing facilities in Europe last year. I got to witness firsthand the level of innovation and sophistication involved in its manufacturing. But to see those innovations result in tangible benefits for patients like Mark takes that appreciation to a whole new level", says Vivek Kaisare, Senior Director, US Immunology Marketing.

As Mark learned to walk again, Patti stood by his side

Mark's road to recovery was not straightforward. He had to literally relearn how to walk. His car sat untouched in the garage for a year - a symbol of freedom just out of his reach. "That really bothered me," he admits. "I wanted to drive. I wanted that independence back."

For Patti, the burden was emotional rather than physical. "It was hard for me just watching him and knowing what he was going through," she says. Still, she stood beside him at every therapy session, celebrating his progress step by step.

Accepting help, gaining friends, regaining independence

CIDP reshaped Mark's life in ways he never anticipated. Once fiercely independent, he was forced to slow down and accept help - a shift that taught him the strength of vulnerability. "When I opened myself to being vulnerable, I gained more friends, and my relationship with Patti grew stronger," he reflects.

Creativity became his anchor: Patti gave him an easel, and painting with acrylics gave him a new outlet. That spark of expression expanded into digital design, with which he now creates graphics for a local church. "I get so many compliments," he says with a smile, finding pride in this new rhythm of life. Yet Mark's ambitions remain as bold as when he once built a vineyard from scratch. "I want to walk totally unassisted," he says. "No cane. No wheelchair. I want my life back."

Thanks to his ongoing therapy and Patti's unwavering support, that vision feels within reach. Mark remains positive - he travels a lot, stays active in the local community, and socialises frequently. He is now driving again - after trading his manual for an automatic - and he and Patti travel together, reclaiming pieces of the life they once feared had gone forever.

But Mark's story is also part of a bigger picture: each infusion he receives reflects the generosity of plasma donors and Octapharma's commitment to innovation and accessibility. It gives meaning to every effort made by employees in our manufacturing facilities. By developing Ig products with better profiles, we remain competitive in the market and more importantly, allow more patients to experience the full benefits of IVIg treatment.

For Mark, IVIg therapy has been life-saving and life giving.

Octapharma's commitment to CIDP patients

Octapharma is dedicated to advancing care for people living with chronic inflammatory demyelinating polyneuropathy (CIDP). In 2022, the company published results from the ProCID study - a randomised clinical trial that compared three intravenous immunoglobulin (IVIg) dosing regimens. The study confirmed the effectiveness, safety, and flexibility of IVIg in CIDP - showing benefits for patients in terms of strength, function, and independence.

"IVIg remains a cornerstone in the management of CIDP, offering rapid and sustained improvement in quality of life. The ProCID study highlights its role in helping patients live more independently and flexibly by providing the option of two different maintenance dosages as approved by the FDA," says Christoph Wissmann, Global Senior Vice President IBU Immunotherapy.

Looking ahead, Octapharma is preparing for a new clinical trial in CIDP patients, expected to begin in 2026.

≤ 10

in every 100,000 people live with CIDP, which is the most common chronic autoimmune nerve disorder.¹

50+

CIDP is more common in people over 50 and in males.¹

65-92%

of CIDP patients respond to first-line IVIg treatment²

CIDP symptoms³



Burning pain



Weakness in arms and legs



Tingling or numbness in arms and legs



Fatigue



Lack of balance or coordination

Incidence of CIDP is

2x

higher in men than in women



Michigan has a population of over

10m

It is a state in the Great Lakes region, the state capital is Lansing.

Michigan

1. Caballero-Ávila, M., Martín-Aguilar, L., Collet-Vidiella, R., Querol, L., & Pascual-Goñi, E. (2025). A pathophysiological and mechanistic review of chronic inflammatory demyelinating polyradiculoneuropathy therapy. *Frontiers in Immunology*, 16. Accessed September 23, 2025. Accessible at: [Frontiers | A pathophysiological and mechanistic review of chronic inflammatory demyelinating polyradiculoneuropathy therapy](#)

2. Cornblath, D. R., van Doorn, P. A., Hartung, H.-P., Merkies, I. S. J., Katzberg, H. D., Hinterberger, D., & Clodi, E.; ProCID Investigators. (2022). Randomized trial of three IVIg doses for treating chronic inflammatory demyelinating polyradiculoneuropathy. *Brain*, 145, 887-896. Accessed September 23, 2025. Accessible at: [PubMed | Randomized trial of three IVIg doses for treating chronic inflammatory demyelinating polyradiculoneuropathy](#)

3. *VinTrials*. (n.d.). Chronic inflammatory demyelinating polyneuropathy. R Accessed September 23, 2025. Accessible at: [Chronic Inflammatory Demyelinating Polyneuropathy \(CIDP\) - VIN - Visionary Investigators Network](#)

Accessibility | Donor stories

Dancing against the odds

Sisters in service

“Accessibility begins with our donors. Their generosity makes it possible for patients everywhere to receive the life-saving therapies they need.”

Olaf Walter
Board Member

200+

plasma collection
centres in the US and Germany

12%

from third party donation centres

88%

of the plasma is sourced from
company-owned donation centres





Dancing against the odds

Marco soon learned that Claudia's treatment required not just one or two donations, but hundreds each year. Plasma cannot be manufactured – it must come from healthy donors. And with demand constantly rising, every single donation matters.

"When I walk into a donation centre, I'm not thinking about me. I'm thinking about Claudia," says Marco.

Long before hospital visits and treatments became important in their lives, Marco and Claudia were known for something else: their dancing. Partners in life and on the floor, they moved in perfect sync, dazzling audiences with their routines and even winning competitions.

But in 2019, they suddenly lost their rhythm. Claudia was diagnosed with a chronic condition that left her too weak to keep up with the music. "I remember the day we got the news," Marco recalls. "The sparkle in her eyes dimmed for a moment, but then she smiled at me and said: we're going to keep dancing."

And they did. Yet Marco wanted to do more than just hold her hand through the hardest moments. He wanted to act. And that's when he turned to plasma donation.

The turning point

For more than a year, Claudia battled multiple bouts of pneumonia. Once strong and athletic, she was now frail and often in hospital. "It was the most difficult time of my life," Marco says. "No one could explain why she kept getting so sick."

Finally, additional tests revealed the cause: common variable immunodeficiency (CVID), a condition that leaves the body unable to fight infections. Painful as it was, the diagnosis brought clarity – and hope.

That hope came in the form of plasma-derived immunoglobulin therapy. "When I learned that plasma donations could keep her alive, it felt like coming up for air after drowning," Marco says.

It was more than just a feeling of relief. It was a call to action, and in 2020 Marco donated plasma for the first time. "I was nervous – like I was going to the dentist," he laughs. "But once I sat down, I knew it was the right thing to do. This would not be my only donation."

Germany's vital role

Marco soon learned that Claudia's treatment required not just one or two donations, but hundreds each year. Plasma cannot be manufactured – it must come from healthy donors. And with demand constantly rising, every single donation matters.

Germany plays an extraordinary role. In recent years, Germany has collected nearly 3 million litres¹ of source plasma per year for fractionation. Octapharma Plasma GmbH contributes substantially to this effort, operating with 21 donation centres across the country and collecting thousands of donations each week – plasma that will later be transformed into life-saving medicines.

“Plasma donors form the foundation of our work,” says Hendrik Köhler, General Manager of Octapharma Plasma GmbH. “Their continued commitment ensures a stable plasma supply and enables patients worldwide to receive the treatments they depend on.”

Without this steady flow of plasma, shortages of medicines are quickly felt – as Marco and Claudia painfully experienced during the COVID-19 pandemic. “That period knocked us off our feet,” Marco says. “It reminded us just how important every single donation is.”

Turning purpose into action

As Marco has kept donating, his perspective has changed. “I look at people on the street now and wonder why more don’t donate. People just don’t realise how important it is.”

After two decades as a bus driver, Marco retrained in healthcare – sparked by a poster he saw in the very donation centre where he gave his first plasma donation. Encouraged by Claudia, he’d always been looking for a deeper purpose in his life. “I realised, almost like an inner voice, that this was going to be my new path,” he says.

Two years later, in February 2024, Marco began working at the Octapharma donation centre in Spandau, Berlin. Today, he welcomes donors and



guides them through the same process that once gave him and Claudia hope. “To see someone giving their first plasma donation – it’s almost magical. Every donation is a special gift, and it fills me with joy every single time.”

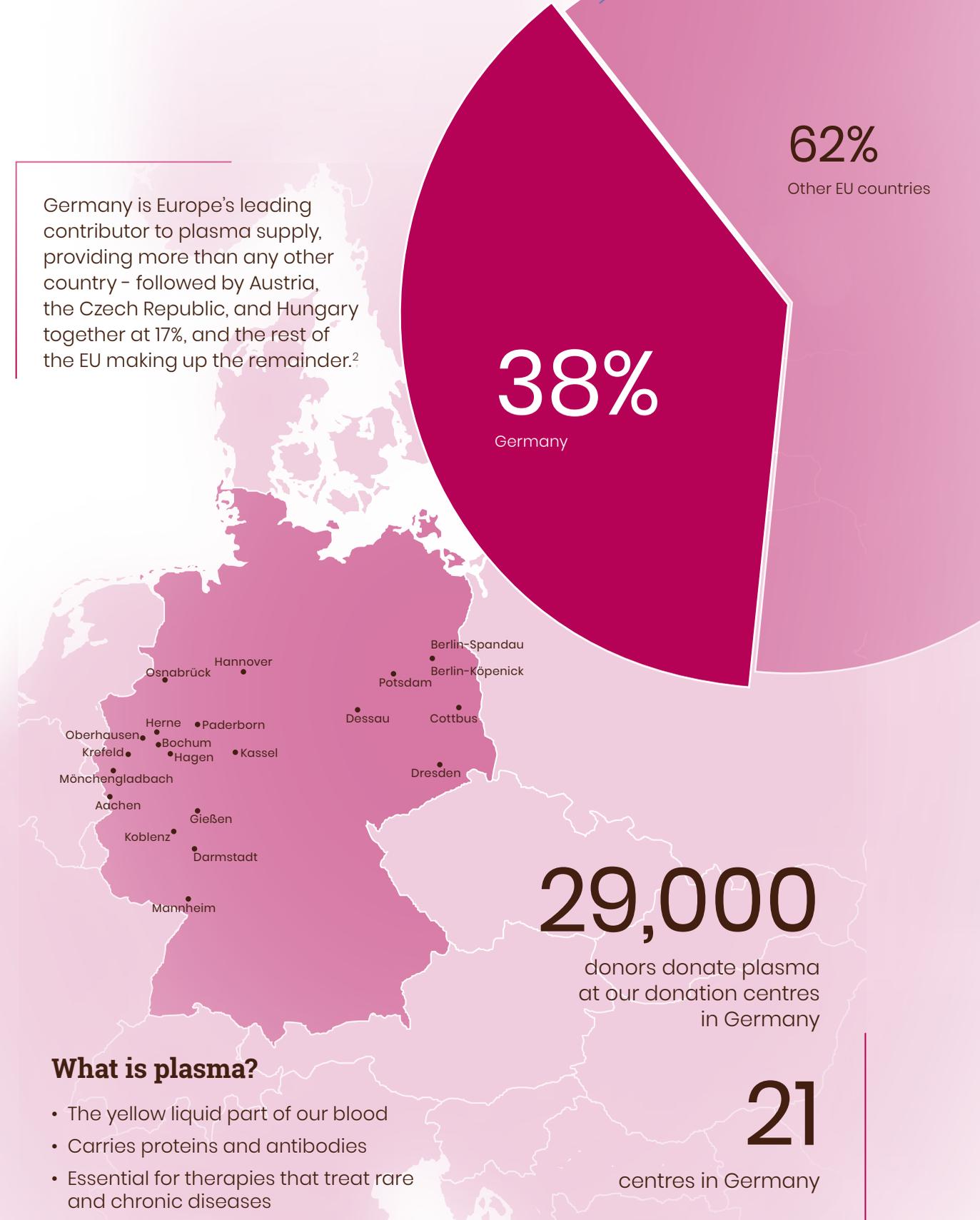
A call from the heart

Through illness and uncertainty, Marco and Claudia have leaned on each other – and they still do today. And they are dancing again. Away from the spotlight, they treasure life’s simpler joys: coffee at their favourite café, quiet evenings together, and now, the laughter of Claudia’s grandchild. “If it weren’t for plasma donations, Claudia would have died in 2020 and never met her grandchild,” Marco says softly.

Marco knows many people hesitate to donate, but his message is clear: “We all need to realise that people die around the world because they cannot get help. So, if you are able to, please go and help. You’ll only feel a small scratch but that brief moment of discomfort for you gives someone else their life.” For Marco, the meaning is simple: “Every drop is for her. Every drop of plasma I donate, every drop of immunoglobulin G (IgG) in Claudia’s vein, is a drop of life for both of us.”



Germany is Europe’s leading contributor to plasma supply, providing more than any other country – followed by Austria, the Czech Republic, and Hungary together at 17%, and the rest of the EU making up the remainder.²



1. Paul-Ehrlich-Institut (PEI). (2010). Report on Notifications Pursuant to §21 German Transfusion Act for 2008 and 2009. Langen: Paul-Ehrlich-Institut. Accessed November 5, 2025. Accessible at: Report on Notifications Pursuant to §21 German Transfusion Act for 2008 and 2009 - PMC

2. World Health Organization. (2023). International plasma collection practices. National Center for Biotechnology Information (NCBI) Bookshelf, National Library of Medicine. Accessed October 29, 2025. Accessible at: <https://www.ncbi.nlm.nih.gov/books/NBK591049/>

Sisters in service

From the outside looking in, Maria and her younger sister Gabriela seem almost inseparable. They share meals several times a week and can often be found out and about together, laughing over things only sisters understand. But the closeness they share today wasn't always there. Their bond, now steady, strong, and built on shared values, grew over time, shaped by life experiences and a mutual desire to give back.

"We weren't always this close," admits Maria with a gentle smile. "I moved out when she was only 10 years old, so we didn't grow up side by side. But as adults, we found our way back to each other. And now, I can't imagine life without her being right next door."

That reconnection deepened as both sisters stepped into roles rooted in service. "With our age difference, we were in different worlds growing up," Gabriela says. "But as adults, we found our way to each other in a really meaningful way."

What makes their story remarkable is not just their relationship, but the way their lives now intertwine. Gabriela donates plasma regularly and leads community initiatives through Kings Partnership in Kings County, while Maria is the Centre Quality Manager at Octapharma Plasma, Inc. (OPI)'s donation centre in Tulare, California. Their paths are different, but their purpose is shared. "Helping others is something we learned because people helped us," Maria says. "That's where everything starts for us – with gratitude."

"Even if you don't have much, you can still give something – your time, your kindness, your support," Gabriela explains. "That's what our parents taught us, and it guides everything I do."

Learning the value of kindness

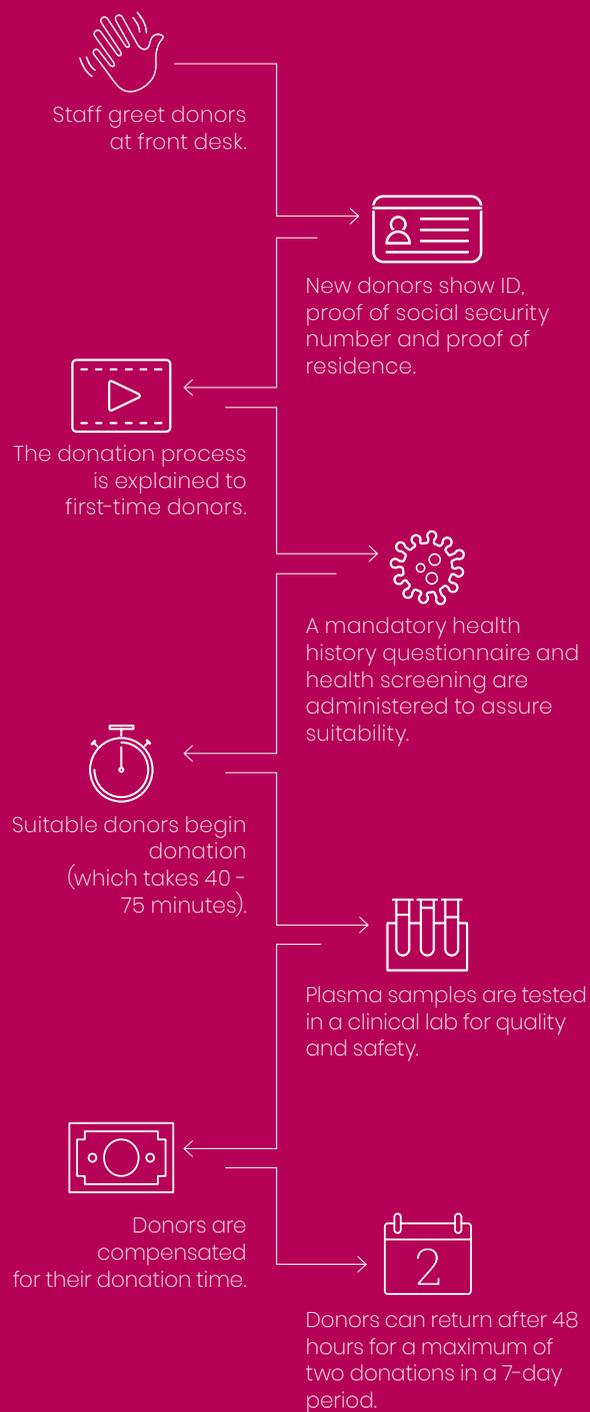
The sisters grew up in a family that at times had to rely on community support to get by. Local food pantries and neighbourhood resources were part of their experience, and the kindness of others often helped bridge challenging moments – experiences which nurtured understanding and compassion.

"Even if you don't have much, you can still give something – your time, your kindness, your support. That's what our parents taught us, and it guides everything I do."

Gabriela
Donor



The plasma donation process at a glance



“I moved out when she was only 10 years, so we didn’t grow up side by side. But as adults, we found our way back to each other. Now, I can’t imagine life without her being right next door.”

Maria Rodriguez Del Real
Centre Quality Manager
Octapharma Plasma, Inc.



“When you grow up receiving support from your community, you learn just how meaningful even a small act of kindness can be,” Maria reflects. “It stays with you.”

Gabriela remembers those moments vividly. “I’ll never forget police officers handing out toys or churches offering food. Those experiences shaped how I see giving - they made me want to be someone who helps.”

Those early lessons guided both sisters, though in different but deeply connected ways.

Connected by plasma donation

Gabriela began donating plasma at 18, long before Maria joined OPI. She was nervous at her first appointment but determined to contribute. The staff made her feel comfortable, and once she learned who could benefit from her plasma - patients with immune deficiencies, severe burns, haemophilia, and other life-threatening conditions - she kept coming back.

“Donating became a way for me to give back when I didn’t have money or time to spare,” Gabriela says. “It felt good to know something small from me could mean something big for someone else.”

“The beauty of plasma donation,” Maria explains, “is that it’s simple for the donor but life-changing for the patient.” She hopes more people will understand just how meaningful the process is. “My message to first-time donors is: Try it. Even the smallest contribution can make a big difference.”

Part of the global Octapharma Group, OPI operates more than 180 donation centres across the USA. Millions of plasma donations are collected each year, going on to play a critical role in the supply of life-saving therapies worldwide. OPI’s vision is clear: to improve the quality of life of everyone we serve through the life-changing power of plasma.

For Maria, that vision is deeply personal. As an OPI Centre Quality Manager, she ensures every step follows strict regulatory guidelines, from screening donors to processing donations to maintaining spotless, reliable equipment. “I enjoy structure,” she says. “Quality is about making sure everyone is safe - donors, staff, and, ultimately, the patients who will receive therapies made from plasma.”

Seeing her own sister in the donor chair adds an extra layer of meaning to her work. “I feel incredibly proud,” she says. “Knowing my sister is part of the vision we work on every day - it means everything.”

Gabriela shares that pride. “Even though our careers are different, we’re working toward the same thing - helping people live healthier lives.”

Sisterhood strengthened by service

In 2025, the grand opening of the Tulare plasma donation centre became a defining moment for Maria and her sister Gabriela - a day that brought their shared values of service, gratitude, and community into sharp focus. Maria had spent months ensuring every system and standard was ready. But on opening day, she stood in the audience as Gabriela stepped onto the stage to share her experience as a donor and the reasons she gives back.

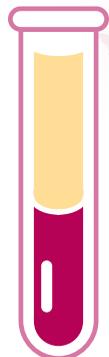
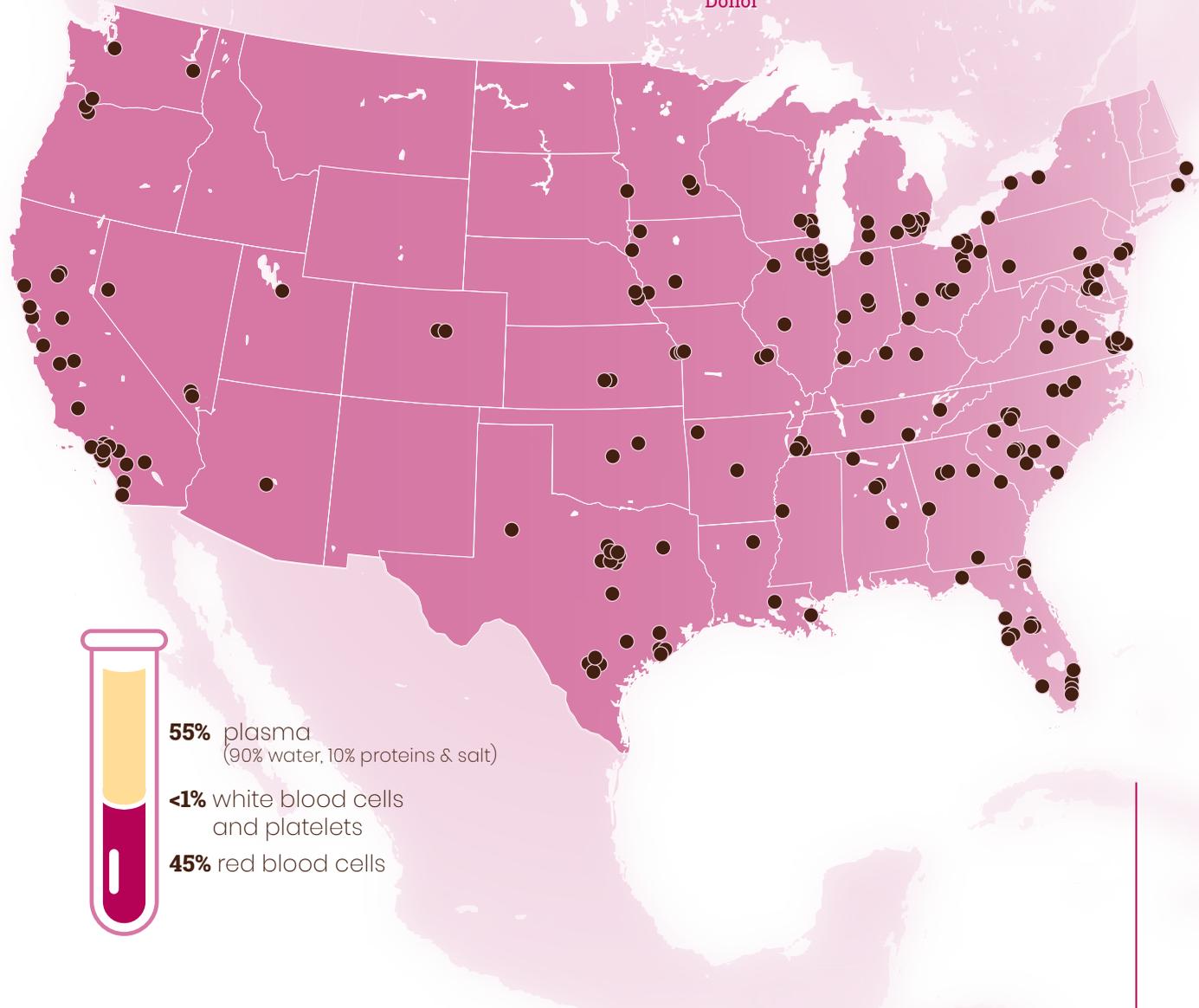


Why plasma matters?

Every year, plasma-derived therapies help millions of people with immune deficiencies, bleeding disorders and critical care needs.

“Donating became a way for me to give back when I didn’t have money or time to spare.”

Gabriela Donor



55% plasma
(90% water, 10% proteins & salt)

<1% white blood cells and platelets

45% red blood cells

>180

OPI donation centres in the USA

“Hearing her speak filled me with pride,” Maria recalls. “She talked of wanting to help others because people once helped us, and it reminded me why my work matters.”

For Gabriela, the moment held deep personal meaning. “Being invited to share my story was an honour,” she says. “And it underlined for me just how our paths have come together with real purpose.”

≤ 1,000 ml*

the amount of plasma each donor donates in one donation session

*based on a calculation of the donor’s weight, height, and haematocrit level

The sisters draw strength from each other, offering encouragement through challenges and celebrating their successes. “We remind each other to stay positive and keep growing,” Maria says.

“My sister inspires me just by being who she is,” Gabriela adds. “We lift each other up in everything we do.”

170,000

donors donating plasma at our OPI donation centres each month

Theirs is a story of sisterhood strengthened by service - two lives woven together by compassion and a shared commitment to making a difference. Knowing that their work helps people they will never meet gives Maria a profound sense of purpose. “Whether I’m ensuring quality or Gabriela is donating or inspiring others - we’re helping people around the world. And that’s a powerful feeling.”



Responsibility

Strengthening our climate ambitions:
Octapharma's path to net zero

The long game: How Nuwiq® found
its place - and stayed there

“Responsibility guides every step we take — from how we source plasma to how we deliver therapies. Creating value responsibly means ensuring every action contributes to a healthier future.”

Matt Riordan
Board Member

15%

of total greenhouse gas emissions stem from our own operations (Scope 1 and 2)

56%

renewable and clean energy consumption across all operations

8CHECK

haemophilia genetic testing improving patients' quality of life as part of our social responsibility pillar



Strengthening our climate ambitions: Octapharma's path to net zero

Octapharma strengthened its long-term climate ambitions in 2025. "Setting science-based climate targets is a natural extension of our values and our commitment to sustainability," said Tobias Marguerre, Deputy Chairman. "As a family-owned company, we see it as our responsibility to act not just for today, but for future generations to come."

During 2025, Octapharma moved decisively, formalising a Group-wide climate strategy aligned with climate science to contribute to limit global warming to 1.5°C. Octapharma's strategy is anchored in two science-based targets: a near-term goal to reduce absolute Scope 1, 2 and 3 corporate greenhouse gas emissions by 63% by 2035, and a long-term ambition to achieve a 90% reduction by 2050, reaching net zero across the value chain.

A long-term roadmap to reduce emissions across the business

To support these targets, Octapharma developed a global decarbonisation roadmap in 2025 that sets out how the Group will reduce emissions across its operations and wider value chain over the next 25 years.

Within its own operations (Scope 1 and 2), Octapharma is prioritising energy efficiency, expanded use of renewable electricity, and deployment of modern heating and cooling technologies.

The roadmap also outlines measures to tackle Scope 3 emissions, which make up 85% of the Group's footprint. These include collaborating with key suppliers on emission-reduction plans, increasing resource efficiency through, for example, increased ethanol redistillation and enhanced recycling, shifting logistics routes from air to sea freight, reducing business flights, and promoting lower-emission commuting options for employees.

Progress in 2025: Building on what we already do

Octapharma maintained its renewable electricity purchases in Europe while expanding renewable electricity sourcing in the United States. Production sites advanced major energy efficiency upgrades, supporting reductions in energy use across operations.

Preparations also advanced for switching to natural refrigerants at several facilities, while work continued on resource efficiency initiatives such as ethanol redistillation in Springe and expanding cold water for injection (cold WFI) systems. The company also reviewed transport modal shifts to reduce air freight on select international routes, in collaboration with logistics partners.

A structured framework for the next decade and beyond

"By setting science-based climate targets backed by an actionable roadmap, Octapharma is taking action to foster a resilient future for people, for the planet and for the business," said Manuela Huck-Wettstein, Group Director Sustainability.

While many initiatives will require multi-year investment and technological development, the Group emphasises that the roadmap balances ambition with practical implementation and financial responsibility.

The roadmap introduced in 2025 serves as a consistent framework for all Octapharma locations, and provides a structured approach to prioritise projects based on emission reduction potential, implementation feasibility and cost-benefit considerations.

Local and functional teams are now working to translate the global framework into detailed, site-specific action plans. This approach ensures that climate targets are not standalone commitments but embedded into daily operational decision-making across the business.

"This commitment to sustainability builds on Octapharma's existing environmental initiatives and reflects our strategic approach to sustainable growth," said Olivier Clairotte, Chief Production Officer.



Climate strategy

Set science-based climate targets and developed a data-driven roadmap to cut emissions across operations and the value chain, aligned with climate science to contribute to limit global warming to 1.5°C.



Climate impact

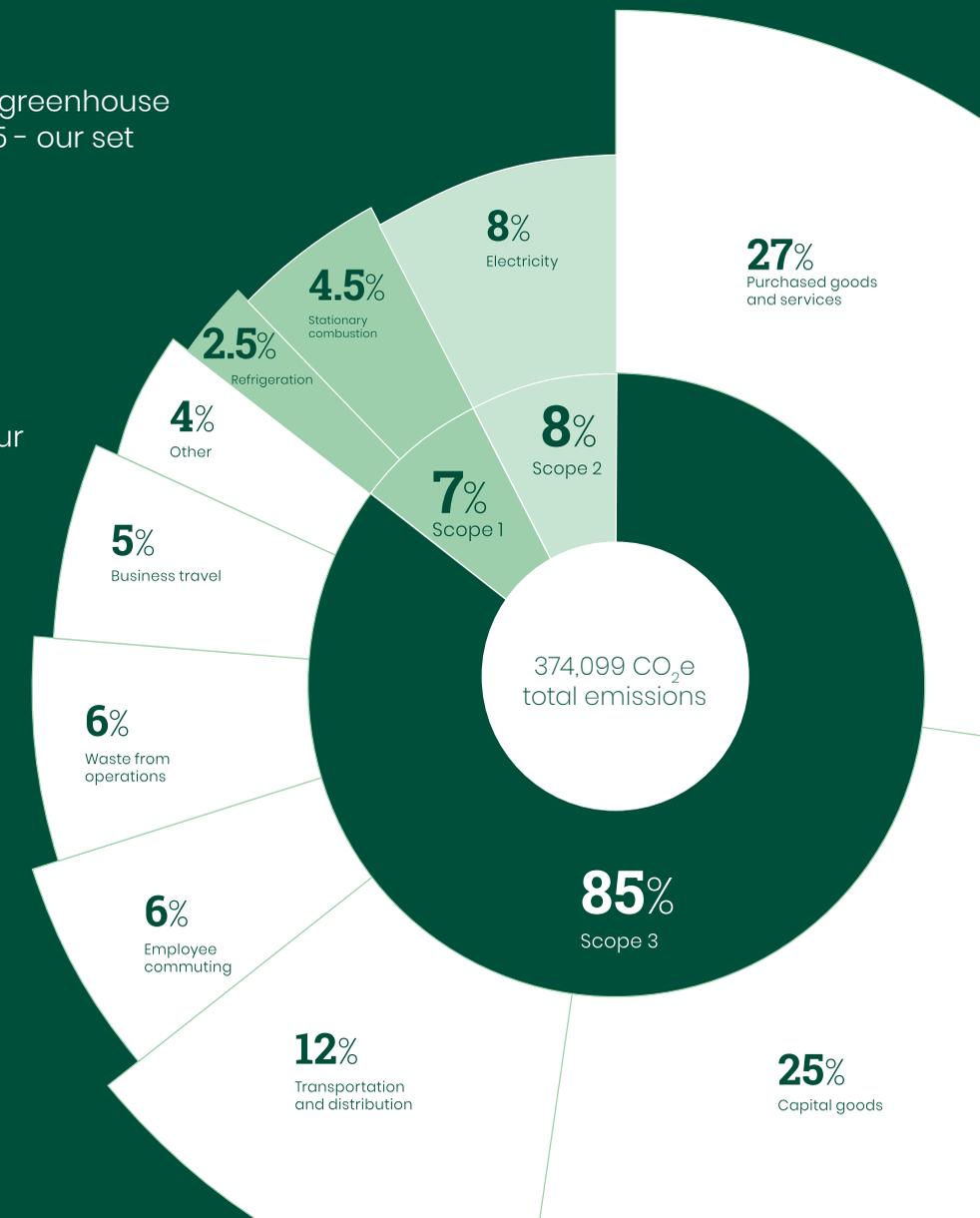
Through a comprehensive climate impact assessment, we identified our key greenhouse gas (GHG) emission hotspots, following the GHG Protocol and the standards of the Science Based Targets initiative (SBTi).

63%

reduction in absolute greenhouse gas emissions by 2035 – our set near-term target.

90%

reduction in absolute greenhouse gas emissions by 2050 – our set net zero target.





The long game: How Nuwiq® found its place - and stayed there

“Our long-term vision has always been guided by responsibility - to our patients, to science, and to society. As a family-owned company, we think in generations, not quarters.”

Olaf Walter
Octapharma Board Member

In haemophilia A care, few therapies have faced as much competition - or shown as much resilience - as recombinant factor VIII. Extended-half-life products have meant fewer infusions, while non-factor mimetics have offered even greater convenience, and gene therapy has captured our imagination with the promise of a one-time cure.

For Octapharma, the challenge has been clear: could a therapy rooted in human biology remain relevant in the face of biotechnology’s reinventions? More than a decade later, the answer is an unequivocal yes.

A market transformed

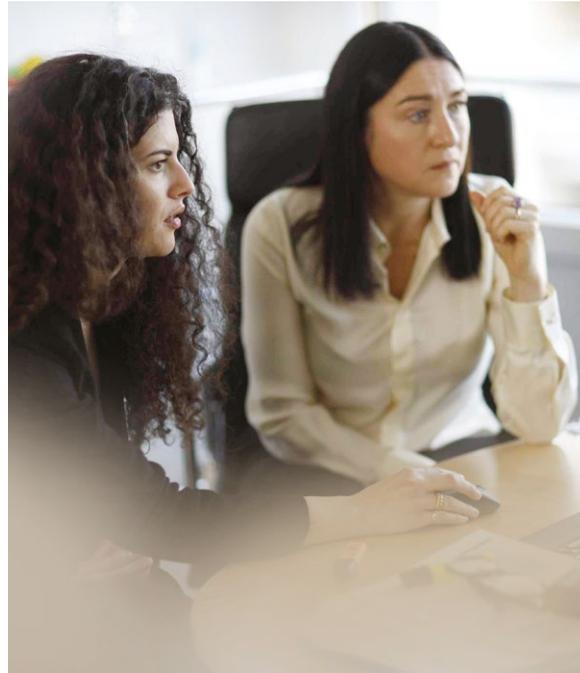
When Nuwiq® (simoctocog alfa) launched in 2014 in Europe and in 2015 in the United States, it represented a quiet revolution. Produced in a human cell line without protein fusion or chemical modification, Nuwiq® mirrors natural FVIII - combining scientific authenticity with proven clinical strength.

While competitors chased convenience, Octapharma pursued something harder to achieve: data proving that natural design delivers protection and reliability. Even as extended half-life products proliferated, comparative analyses confirmed that Nuwiq®’s bleed protection and dosing flexibility remained among the best in class.

The NuProtect study - the largest prospective trial in previously untreated patients (PUPs) - demonstrated exceptionally low inhibitor rates. The NuPreviq study reinforced its long-term efficacy - showing low annualised bleed rates and flexible dosing intervals.

The ProtectNOW, MOTIVATE and NuPower trials also validated combination use with non-factor therapy.

Alongside this progress, initiatives such as the NuDimension trial broaden Octapharma’s research focus to patient groups that have historically been underrepresented, including women with haemophilia - reinforcing the company’s commitment to inclusive and responsible science.



“Our relationships with clinicians, pharmacists, and patient associations are founded on transparency.”

João Carlos Coelho
General Manager of Octapharma Spain

Global strategy, local precision

Behind this consistency lies Octapharma’s Haematology International Business Unit (IBU) – the powerhouse ensuring that global growth remains scientifically grounded and globally coordinated.

The IBU’s framework rests on three pillars: integrity, collaboration, and communication. Working with affiliates across Europe, the Americas, and Asia, the IBU unified global messaging around Nuwiq®’s core differentiators – its human-cell origin, low immunogenicity, and robust bleed protection, while empowering local teams to adapt strategies for their market realities.

Digital platforms such as OneSource and e-learning modules equip affiliates with clinical data, training, and congress insights, while regular business reviews ensure knowledge flows both ways – from the field to strategy, and from strategy back to the field.

The result? What Larisa Belyanskaya – Global Senior Vice President IBU Haematology – describes as:

“Our role is to keep science, strategy, and people connected. The strength of the IBU lies in its connections – a living, learning network that combines global alignment with local agility. We listen, adapt, and act together, ensuring that Nuwiq® remains relevant to physicians and patients everywhere.”

United States: conviction, trust, and connection

In the world’s most competitive haemophilia A market, Octapharma USA has achieved what few have been able to – growth against the trend.

For Azim Saifee – Director of Coagulation Marketing, Octapharma USA – that success stems from clarity and consistency.

“We’ve stayed true to what makes this therapy unique – its human-cell origin, its natural structure, its proven safety,” he says. “These are not just scientific attributes, they define our approach. We lead with science, build trust through



“Our role is to keep science, strategy, and people connected. The strength of the IBU lies in its connections – a living, learning network that combines global alignment with local agility.”

Larisa Belyanskaya
Global Senior Vice President IBU Haematology

transparency, and partner authentically with the community.”

That authenticity runs deep. Initiatives such as the 8CHECK Service, which offers genetic testing in treatment centres, and the Factor My Way education platform have strengthened Octapharma’s reputation as a trusted partner. The approach, Azim says, is “scientific commitment translated into connection.”

Paul Wilk – Senior National Director, Octapharma USA – adds: “You have to start with a solid factor product to build real conviction. The product has everything you could ask for clinically – strong efficacy, robust data, and reliability in practice. Success doesn’t come from the molecule alone; it comes from persistence in the field and genuine partnership with clinicians and patients.”

Together, the team has built lasting credibility – combining education, empowerment, and operational excellence to keep Octapharma’s recombinant FVIII therapy relevant in a shifting therapeutic landscape.

Mexico: Standing strong in a competitive market

Across the border, the story takes on another dimension. In Mexico, one of Latin America’s largest haemophilia A markets, where public procurement is centralised and highly competitive – Octapharma has achieved exceptional growth, with the country now representing the highest global volume for our recombinant FVIII.

For Ángel Sosa – General Manager of Octapharma Mexico – the reason is simple: Octapharma’s reliability built up through our presence and performance. “Being in the field every day allows us to anticipate change and stay close to decision-makers,” he explains. “Our reliability – in supply, in the education we offer, and in ethics – is our strongest asset.”

Through hospital training, educational symposia, as well as partnerships with universities in Miami (USA) and Malmö (Sweden),- coordinated by IBU- Octapharma Mexico has strengthened its role as a scientific ally. Academic collaborations



led by IBU continue to shed light on FVIII’s broader physiological roles – including endothelial function, platelet activation, and bone health – further reinforcing its relevance beyond haemostasis.

By training nurses and supporting national patient federations, Octapharma Mexico has expanded awareness, built capacity, and positioned Nuwiq® as a FVIII therapy patients and clinicians can rely on. “The next frontier,” adds Gloria Fernández, Government Sales & Access Manager, Octapharma Mexico, “is collaboration with health authorities to broaden prophylaxis access so that adults as well as children benefit from continuous protection.”

Spain: Partnership and transparency within a mature system

In Spain, a decentralised healthcare landscape, success depends on credibility and communication.

“Our relationships with clinicians, pharmacists, and patient associations are founded on transparency,” says João Carlos Coelho – General Manager of Octapharma Spain. “We align expectations with proven performance, and our therapy consistently delivers.”

Spanish treatment centres report real-world outcomes mirroring published data: excellent bleed control, flexible prophylaxis, and strong results in immune-tolerance induction. “Many of these centres now contribute to Octapharma-sponsored studies, strengthening the shared evidence base,” João adds.

The next chapter in haemophilia care

Looking ahead, the IBU is building on Nuwiq®’s success to shape the next chapter of Octapharma’s haemophilia journey.

“Our focus is on alignment. We aim to ensure that global strategy evolves alongside our expanding portfolio, positioning both Nuwiq® and Ultra8, the next-generation recombinant FVIII now in development, as complementary, patient-centred therapies,” explains Larisa Belyanskaya.

Whilst Ultra8 advances, Nuwiq® will remain the franchise cornerstone – a trusted global standard rooted in clinical evidence and trust. Together, these products will define a portfolio that



balances continuity with innovation, underpinned by scientific integrity, responsible value creation, and a lasting commitment to patient care.

In an era of rapid change, this story shows that progress is not defined by novelty alone but by confidence, credibility, and enduring value. For thousands of patients and physicians worldwide, FVIII therapy remains the foundation of haemophilia A management – demonstrating what responsible innovation looks like: science that listens, partnerships that endure, and care that adapts.

“Our long-term vision has always been guided by responsibility – to our patients, to science, and to society,” says Olaf Walter, Octapharma Board Member. “As a family-owned company, we think in generations, not quarters. Nuwiq® is a perfect example of that philosophy – combining scientific excellence, accessibility and responsible value creation with a deep commitment to the people we serve.”

06

Engagement

Built to belong: How Octapharma Plasma, Inc. made culture its strongest competitive advantage

When people feel seen: A new kind of workplace

11,126
employees

56%
of employees are women

5

corporate values guide everything we do (Ownership, Integrity, Leadership, Sustainability, and Entrepreneurship)

“A strong culture of engagement allows us to remain an employer of choice and continue delivering for patients.”

Norbert Müller
Board Member

Built to belong: How Octapharma Plasma, Inc. made culture its strongest competitive advantage

“Sustaining engagement isn’t just HR’s responsibility. It’s a partnership with leaders, grounded in our shared commitment to keep our fellow team members front and centre.”

Darrell Fincher-Crusan
Senior Director and Head of HR

“As leaders, our job is to listen, learn, and act,” says Alice Stewart, Chief Operating Officer of Octapharma Plasma, Inc. (OPI). “When we embody our values, our culture thrives – and people do too.”

That conviction has guided OPI through a profound transformation in recent years, turning cultural ambitions into measurable results. In 2025, the company reached a milestone with Insights to Action – its largest engagement initiative to date, involving nearly 1,000 employees across 80 sessions. The goal was not simply to collect feedback, but to turn insight into action.

In an era where talent defines competitive advantage, Octapharma’s ambition to remain an employer of choice is a strategic pillar of the Group’s long-term success. Across the organisation, the leadership team is focused on driving workplace satisfaction and engagement, reflecting a shared belief that success starts with people.

In the United States, OPI has emerged as one of the most powerful examples of this transformation in action. Here, a deliberate shift toward a “people-first” culture has redefined how employees connect with purpose at work. Voluntary turnover has nearly halved, and early retention has improved dramatically – clear proof that a people-centred strategy can drive lasting success.

Strong leadership at the core

With more than 180 donation centres nationwide, OPI recognised early that strong culture depends on strong leaders. This approach was tested in the wake of the pandemic, when employee turnover spiked. Alice and her leadership team responded not with slogans but with action – strengthening communication, expanding HR resources, and introducing new technologies to better support frontline teams. Backed by Octapharma’s shareholders and the Board, these steps reinforced a simple truth: people are at the heart of sustainable growth.

Listening as a catalyst for change

Listening has become part of OPI’s DNA. Through Insights to Action, employee feedback is directly channelled into clear improvements – from new recognition programmes and career pathways to



team-specific action plans owned by local leaders. Progress will be tracked transparently through measurable performance indicators, ensuring accountability at every level.

“Sustaining engagement isn’t just HR’s responsibility,” notes Darrell Fincher-Crusan, Senior Director and Head of HR. “It’s a partnership with leaders, grounded in our shared commitment to keep our fellow team members front and centre.”

“Transformations don’t happen overnight,” he adds. “It’s the result of consistently listening to our employees, understanding their evolving needs, and taking meaningful actions.”

Pride in our workplace

Culture is both seen and felt, expressed through the environments where people work and the daily behaviours that define how teams connect. At OPI, the cultural reset began with a simple question: how can we help people feel more connected to our purpose?

Creating environments where people feel valued isn’t just about improving morale; it delivers results. Research shows that employees who feel recognised and supported are significantly more productive and far more likely to stay with their employer.¹ Understanding this has guided OPI’s approach to building workplaces that combine purpose, pride, and performance.

One of the first visible steps came as OPI began rebranding its plasma donation centres across the US. The transformation aimed to create



professional, mission-driven spaces that encourage a sense of pride and belonging, sending a clear message that employees and donors alike deserve inspiring environments reflecting their shared purpose.

That effort has continued. In 2025, new centres are opening in the same modern design – ensuring a consistent look and feel that reflects OPI’s values nationwide.

“Our teams deserve spaces that reflect who we are,” says Alice. “The visible transformation we’ve undertaken reinforces a sense of connection to our purpose.”

The company’s physical renewal has deepened its emotional one. At OPI donation centres, walls now feature patient stories and Octapharma’s core values, linking everyday work to a larger mission.

“Walking into one of the new centres, you can feel the difference,” says Jeovany Becerra, Centre Director. “Each centre reflects not just a modern, welcoming space, but the collective effort of so many teams working together toward a better tomorrow. It’s a great representation of how we put into practice our core values.”



1. Gallup. (2024). State of the Global Workplace Report. Accessed September 23, 2025. Accessible at: State of the Global Workplace Report - Gallup



Collaboration has also become more intentional. Cross-functional teams work together to solve challenges, enhance donor experiences, and continually improve operations – showing that when the environment reflects our shared goals, engagement naturally follows.

Strengthening the employee journey

Recruitment and onboarding have been redesigned to match this evolving culture. In 2024, OPI centralised its recruitment process to ensure every candidate experiences consistent, values-based interactions. With less of an administrative burden, local managers can now focus on developing people rather than managing paperwork.

A refreshed corporate onboarding programme introduces new hires to Octapharma’s vision and values from day one. “New colleagues tell us they feel engaged, informed and supported right away,” says Darrell. Due to the success with our corporate teammates, plans are underway to scale the experience with new centre employees in 2026.

“As leaders, our job is to listen, learn, and act. When we embody our values, our culture thrives – and people do too.”

Alice Stewart
Chief Operating Officer
Octapharma Plasma, Inc.



For patients, that connection means access to life-saving plasma-derived medicines. For donors, it's the opportunity to contribute to something greater than themselves. And for employees, it's the chance to grow within an organisation that truly cares – about its vision, its people, and its promise to make every drop of plasma count.

Together, these experiences define a culture where purpose drives performance, and where every decision – from leadership strategy to frontline action – reflects the same belief: when people thrive, the organisation thrives with them.

"It's a win-win-win," says Darrell. "Purpose, impact and opportunity coming together. That's what makes Octapharma Plasma, Inc. and Octapharma as a whole, a great place to work."

That early engagement is paying off: retention within the first 90 days has risen sharply, demonstrating that new employees are finding purpose and commitment early in their journey.

A culture built to last

At OPI, purpose is more than a principle – it's something people experience daily. Across every centre, employees see the impact of their work: in the lives of donors, in the gratitude of patients, and in the strength of the communities they serve.

The transformation of recent years is now part of everyday life. Engagement continues to grow, leadership alignment has strengthened, and teams describe a renewed sense of connection and pride in what they do. "There's a genuine sense of interdependence," says Andra Jones, Senior Director of Operations. "Everyone knows their success depends on helping others succeed."

“There’s
a genuine sense
of interdependence.
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depends on helping
others succeed.”

Andra Jones
Senior Director of Operations
Octapharma Plasma, Inc.



When people feel seen: A new kind of workplace

In 2025, Octapharma advanced a series of initiatives designed to strengthen belonging, fairness, and employee connection across all its sites.

Valuing experience: Sustaining the workforce of tomorrow

Octapharma Biopharmaceuticals in Heidelberg, Germany - and the company's production site in Lingolsheim, France - made significant steps towards strengthening an age-inclusive workforce in 2025.

Age diversity is increasingly recognised as a strategic advantage, not a demographic challenge. Research from the OECD and the World Health Organization shows that age-inclusive workplaces benefit from higher engagement, stronger knowledge transfer, and improved organisational resilience - all crucial to sustaining productivity in ageing societies. The 2023 AARP Global Longevity Economy® report further found that companies with age-diverse teams experience up to 19% higher innovation revenue, driven by richer exchanges of perspectives.¹

The new senior policies adopted recognise experience as an enduring asset and reflect Octapharma's broader commitment to fairness and care.

"By valuing senior talent, we preserve institutional knowledge, strengthen team cohesion, and ensure smoother transitions across generations," says Dorothee Schaupp - Head of Human Resources at Octapharma Biopharmaceuticals - who helped shape the initiative.

"These measures go beyond compliance," adds Sophie Klein, Director of Human Resources at the production site in Lingolsheim. "They help create a workplace where people of all ages feel seen, respected and part of something bigger."

"By fostering fairness, connection, and trust across all teams, we're building a culture in which every colleague feels valued and empowered to grow."

Fany Chauvel
Group Vice President Human Resources

1. AARP Thought Leadership. (2019). The Longevity Economy® Outlook: How People Ages 50 and Older Are Fueling Economic Growth, Stimulating Jobs, and Creating Opportunities for All. AARP Thought Leadership, Washington-DC. Accessed November 10, 2025. Accessible at: [global-longevity-economy-report](https://www.aarp.org/economic-growth/longevity-economy-report/). doi:10.26419-2Fint.00052.001.pdf

“Our goal was to make onboarding both globally consistent and locally personal.”

Eirini Anagnostou
Group Manager Learning & Development

Inclusive onboarding connecting right from the start

In 2025, Octapharma laid out its redesigned global onboarding model to create a consistent and inclusive experience for all new colleagues through pre-boarding pages, buddy programmes, multilingual learning modules, and structured manager check-ins.

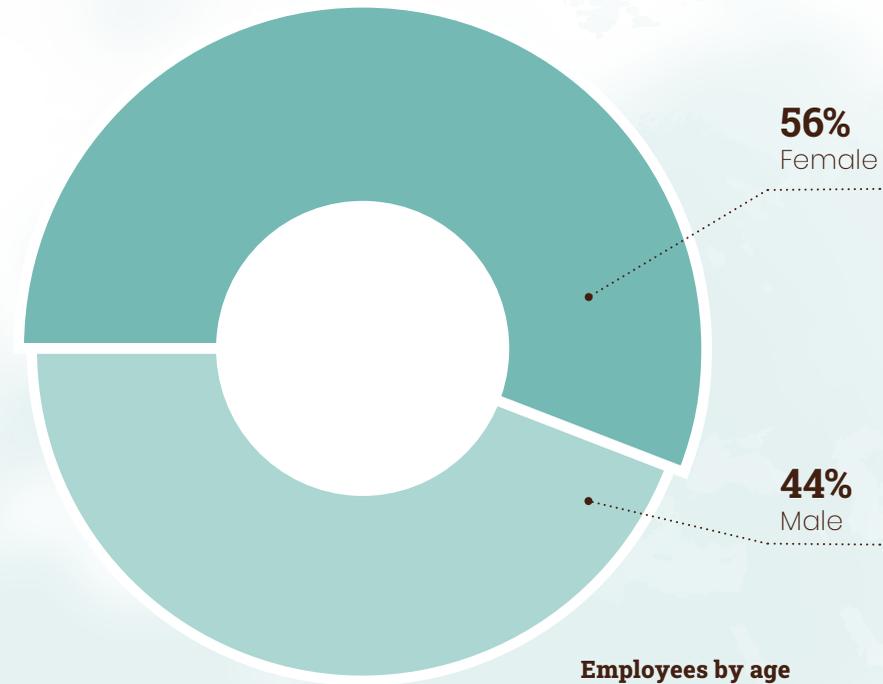
“Our goal was to make onboarding both globally consistent and locally personal,” explains Eirini Anagnostou, Group Manager Learning & Development. “Whether you’re joining in Stockholm or New Jersey, you should feel part of one Octapharma family.”

The new model also strengthens collaboration between HR and line managers - ensuring that every new employee feels guided and supported throughout their first year. Dedicated onboarding hubs provide easy access to key information and learning materials, while welcome messages from senior leaders reinforce Octapharma’s values and purpose.

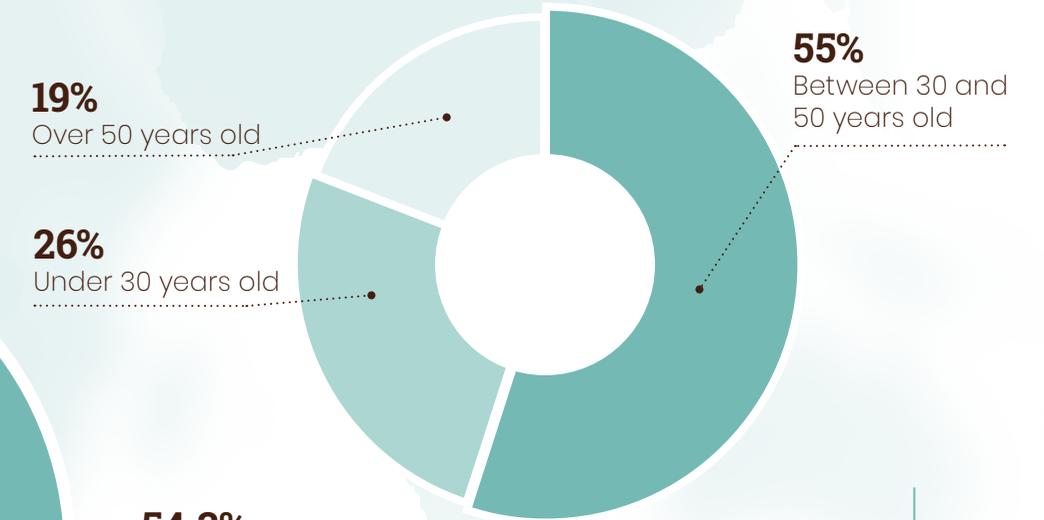


Sabrina Faul, Manufacturing Technician in Purification at Octapharma, in Lingolsheim, France, working at the earliest stages of medicine production.

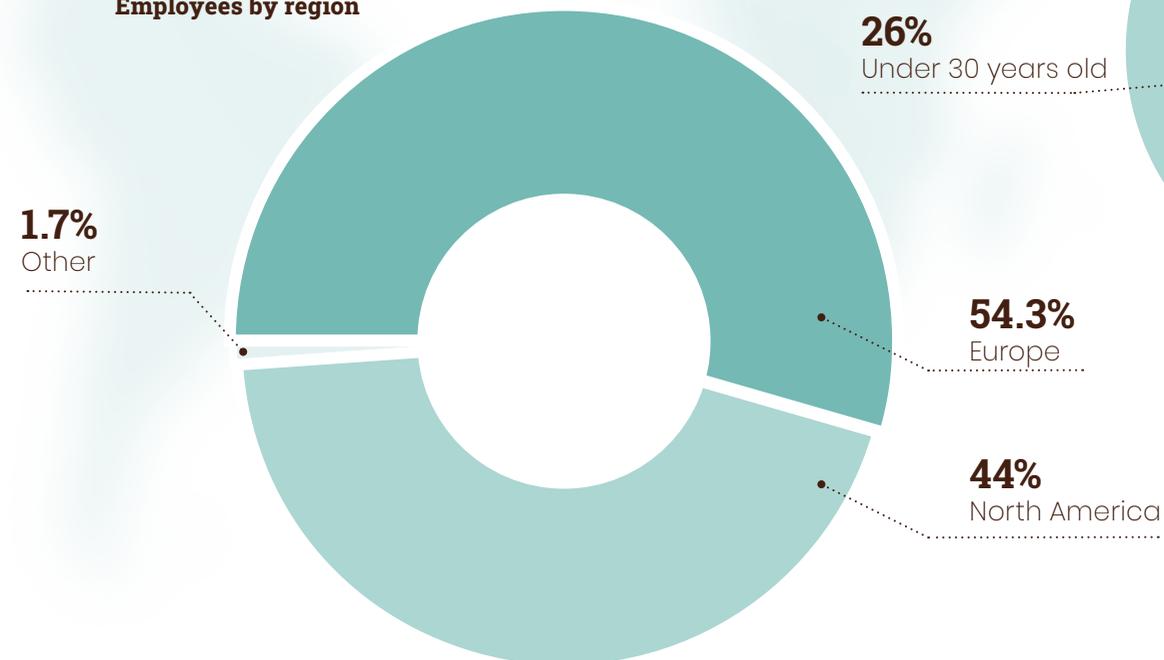
Employee gender distribution



Employees by age



Employees by region





“These measures go beyond compliance. They help create a workplace where people of all ages feel seen, respected and part of something bigger.”

Sophie Klein
Director of Human Resources
at the production site in Lingolsheim

To measure the impact of the onboarding experience, global surveys after three and twelve months capture feedback on engagement and integration, allowing HR and managers to continuously refine the experience. The result is onboarding as a living dialogue - not a one-time event.

Leadership that listens

In 2025, Octapharma also expanded its Inclusive Leadership programme, developed in collaboration with INSEAD, to strengthen how leaders connect across cultures and empower their teams.

For Chenxi Li - Global Medical Customer Manager for Critical Care - the programme was transformative. “I’ve always believed that leadership is about seeing and unleashing potential in others,” she says. “In a global role, collaboration across cultures is everything. Inclusive leadership is not just about fairness - it’s about performance and creating teams that truly work together.”

Chenxi works in project-based teams, and the programme helped her refine her leadership style - shifting from control to enabling others to contribute their ideas. “Diversity is not the goal; inclusion is,” she reflects. “True leadership is about creating space for others to speak up and be heard. Collaboration isn’t a slogan here; it’s how we work.”

The benefits extend far beyond individual growth. Teams are listening differently, engaging more openly across functions, and showing greater curiosity about each other’s perspectives. “When we collaborate with genuine trust and openness, everything else - performance, innovation, and growth - follows naturally,” Chenxi adds.

Through the Inclusive Leadership programme, Octapharma continues to foster an environment in which leadership and belonging go hand in hand - a key focus of the company’s long-term strategy and a reflection of its belief that inclusion is a catalyst for both human and business performance.



Vincent Dorsi, quality control technician, inside Octapharma’s laboratory in Lingolsheim, France, where precision underpins every medicine produced.

“Calibration transforms integrity from a value into a practice. It ensures that decisions about people are grounded in facts, not perceptions.”

Gerda Brandt
Senior Director of Human Resources
at Octapharma Vienna

Left: Adriana Sarina, Project Manager at Octapharma, inside a production facility in Springe, Germany, supporting the delivery of our medicines.

Fair growth: The power of calibration

To promote transparency and equal opportunity, Octapharma further refined its calibration process in 2025. The process aligns performance evaluations across business units and countries, reinforcing integrity in career progression.

By gathering leaders to review ratings collectively, the company has reduced the possibility of bias, and ensured consistent evaluation across all sites. "Calibration transforms integrity from a value into a practice," says Gerda Brandt, Senior Director of Human Resources at Octapharma Vienna. "It ensures that decisions about people are grounded in facts, not perceptions."

Calibration has evolved into a developmental dialogue in which managers exchange perspectives and refine their understanding of what high performance looks like across the organisation. "The process also provides a data-driven foundation for talent development and succession planning - ensuring the company builds a strong and sustainable pipeline of future leaders," adds Charlotte Jernbom, Senior Director of Human Resources at Octapharma Stockholm.

Managers and employees alike report greater confidence in evaluations and career discussions - reinforcing a culture of transparency, fairness, and mutual trust across the organisation.

Listening to every voice

As our latest Global Employee Survey achieved our highest participation to date at 55 percent, one thing is evident: our people are eager to be heard. In 2025, we expanded the survey to include almost the entire Octapharma Group, a natural step in the evolution of our listening practices. Gathering insights from every site strengthens our ability to turn employee perspectives into meaningful action and shows that inclusion is not a slogan but part of how we work every day.

The results paint a consistent picture: colleagues feel respected and included, and they experience diversity and inclusion not as statements, but as daily reality. Leadership trust also stands out, with employees pointing to fairness, clarity and support when it matters most. In the words of Wolfgang Hofmann, Group Director Learning & Development: "These results reveal a culture which our people genuinely feel part of - and one they are ready to keep shaping with us."

"Together, all of these initiatives have defined Octapharma's 2025 engagement journey," says Fany Chauvel, Group Vice President Human Resources. "By fostering fairness, connection, and trust across all teams, we're building a culture in which every colleague feels valued and empowered to grow."



Mohamed Toure is an Associate Technician, IT Service Desk, in Lingolsheim, France, supporting teams by keeping IT systems running smoothly.

“These results reveal a culture which our people genuinely feel part of - and one they are ready to keep shaping with us.”

Wolfgang Hofmann
Group Director Learning & Development

Dual triumphs define a standout year

In 2025, Octapharma Dessau was named state winner for Saxony-Anhalt in Germany's Grand Prize for Medium-Sized Enterprises, recognising both its innovation and its deep regional roots, and marking a defining moment for the site. In parallel, Octapharma Vienna claimed third place at the Austria's Leading Companies awards. Together, these achievements energise Octapharma's long-term strategy to remain an employer of choice and a force for lasting impact in patient care.



On 27 September 2025, Octapharma Dessau won the Saxony-Anhalt state award in the Grand Prize for Medium-Sized Enterprises, accepted by General Manager Thoralf Petzold.



Octapharma Vienna placed third in the "Large Companies Vienna" category at the ALC Awards 2025, recognising its growth and innovation. General Manager Barbara Rangetiner credited the achievement to the dedication of employees.

Financial review

Key figures of the Octapharma Group

Summary consolidated financial statements
of the Octapharma Group

Report of the independent auditor on
the summary financial statements

“The commitment and professionalism of Octapharma’s employees worldwide continue to underpin the company’s ability to serve patients reliably and deliver a strong, sustainable financial performance. Supported by these strengths, the Octapharma Group reported a robust performance in 2025.”

Roger Mächler
Chief Financial Officer

€3.64bn
revenue

€577m
operating income

€661m
cash flow from operating activities



The commitment and professionalism of Octapharma's employees worldwide continue to underpin the company's ability to serve patients reliably and deliver a strong, sustainable financial performance. Supported by these strengths, the Octapharma Group reported a strong performance in 2025.

Group sales increased by 5% year on year to a record €3.64 billion. Operating income rose by 8.5% to a new high of €577 million, supported by ongoing efficiency improvements and economies of scale in plasma collection and production.

Gross profit for the year reached €1.17 billion. Gross margin stood at 32.2%, slightly below the 32.7% reported in 2024. Income before tax increased to a record €554 million, compared with €534 million in the previous year, while net income was €453 million.

Operating cash flows strengthened over the year. Net cash from operating activities rose to €661 million, up from €542 million in 2024, highlighting the strength of the underlying business and disciplined financial management.

Operating expenses were broadly stable at €595 million, compared to €601 million in 2024. This included continued investment of €117 million in research and development. Together with capital expenditures of €331 million, we invested over €440 million in initiatives directed towards strengthening the portfolio, advancing the pipeline, and supporting future growth.

Recent investment continues to translate into efficiency gains across the organisation. Combined with significant raw plasma inventories, this provides a solid foundation for another robust performance in 2026.

Octapharma remains strongly profitable and well capitalised. The group's focus remains on executing its long-term strategy, expanding into new markets, strengthening operational performance, and attracting and retaining talent to remain an employer of choice in a competitive industry.

Bold implementation and close collaboration across the organisation remain central to our success. I thank all employees for their continued commitment to Octapharma's vision of providing new health solutions to advance human life all around the world.

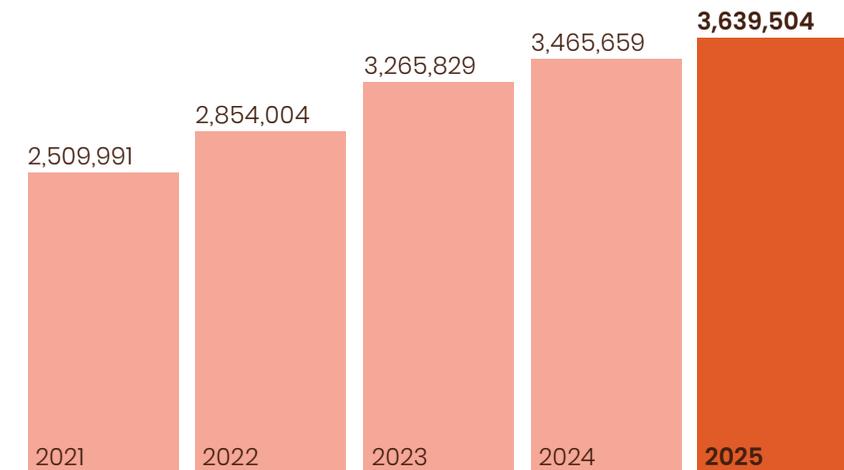
Roger Mächler
Chief Financial Officer

“Octapharma remains strongly profitable and well capitalised. The group's focus remains on executing its long-term strategy, expanding into new markets, strengthening operational performance, and attracting and retaining talent to remain an employer of choice in a competitive industry.”

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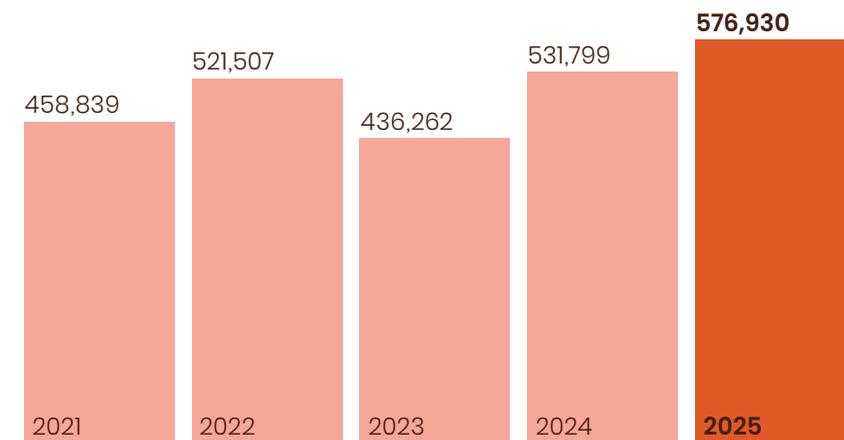
Sales in 1,000 EUR

€3.64bn



Operating income in 1,000 EUR

€577m



Key figures of the Octapharma Group

(Monetary figures are in 1,000 EUR)	2025	2024	2023	2022	2021
Operating income	576,930	531,799	436,262	521,507	458,839
Operating income margin*	15.9%	15.3%	13.4%	18.3%	18.3%
Net income	453,034	440,689	354,240	448,026	438,333
Year-end headcount	11,126	11,141	11,908	11,573	9,977
Return on investment*	8.8%	9.2%	8.1%	10.9%	11.8%
Income from operations per employee*	52	46	37	48	49
Cash ratio	180%	152%	122%	174%	188%
Return on capital employed (ROCE)*	11.9%	11.8%	10.5%	13.4%	13.1%
Days of sales in receivables*	100	112	117	114	133
Days of inventory range*	297	273	241	228	204
Cash flow from operations	660,676	542,239	259,758	323,738	480,859
Expenditures to ensure future prosperity	448,008	401,400	320,904	280,926	266,973
Research and development	117,210	107,765	92,552	75,339	77,915
Capital expenditures and investments in activities	330,798	293,635	228,352	205,587	189,058

* Key figures are determined as follows:
 Operating income margin: Operating income/sales
 Return on investment: (Net income + interest expense)/average total assets
 Income from operations per employee: Operating income/average headcount
 ROCE: Operating income/(average total assets - average total current liabilities)
 Days of sales in receivables: Trade receivables/sales * 365
 Days of inventory range: Average inventories/(material - and production cost) [part of cost of sales] * 365

Summary consolidated financial statements of the Octapharma Group*

Consolidated income statement of the Octapharma Group

(All figures in 1,000 EUR)	2025	2024
Sales	3,639,504	3,465,659
Cost of sales	-2,467,888	-2,333,117
Gross profit	1,171,616	1,132,542
Research and development	-117,210	-107,765
Selling and marketing	-332,550	-354,699
Regulatory affairs	-32,064	-36,005
General and administration	-122,744	-104,204
Other income	10,935	4,504
Other expenses	-1,053	-2,574
Total operating expenses	-594,686	-600,743
Operating income	576,930	531,799
Non-operating income and expenses	-23,364	2,026
Income before tax	553,566	533,825
Income tax	-100,532	-93,136
Net income	453,034	440,689

* The following summary consolidated financial statements are derived from the consolidated financial statements of Octapharma Nordic AB, Stockholm and comprise the summary income statement for the period from January 1 to December 31, 2025, the summary balance sheet and the summary cash flow statement for the year then ended, aggregating non-material financial statement captions.

Consolidated statement of financial position of the Octapharma Group

(All figures in 1,000 EUR)	2025	2024
Assets		
Cash and cash equivalents	1,025,409	798,963
Trade receivables	997,584	1,061,078
Other receivables and current assets	196,238	165,340
Loans granted	706	52,691
Derivative financial instruments	7,166	1,021
Inventories	1,825,082	1,683,686
Total current assets	4,052,185	3,762,779
Financial investments	1,317	1,379
Deferred tax assets	150,878	161,028
Derivative financial instruments	441	84
Loans granted	521	589
Property, plant and equipment	1,321,810	1,327,388
Total non-current assets	1,474,967	1,490,468
Total assets	5,527,152	5,253,247

(All figures in 1,000 EUR)	2025	2024
Liabilities and equity		
Trade payables and other payables	208,081	167,863
Derivative financial instruments	572	5,651
Income tax payables	79,118	72,386
Short-term lease liabilities	18,811	17,973
Accruals	209,122	195,786
Current provisions	54,711	65,035
Total current liabilities	570,415	524,694
Non-current provisions	115,579	106,490
Derivative financial instruments	264	1,028
Long-term lease liabilities	290,846	318,996
Deferred tax liabilities	83,333	83,328
Other non-current liabilities	1,259	1,488
Total non-current liabilities	491,281	511,330
Total liabilities	1,061,696	1,036,024
Share capital	120	120
Retained earnings	4,510,908	4,171,948
Currency translation adjustments	-45,572	45,155
Total equity	4,465,456	4,217,223
Total liabilities and equity	5,527,152	5,253,247

Consolidated statement of cash flows of the Octapharma Group

(All figures in 1,000 EUR)	2025	2024
Net income	453,034	440,689
Depreciation of property, plant and equipment	319,787	256,671
Change in fair value of non-current assets	-8,216	8,133
(Gain) loss on disposal of property, plant and equipment	339	1,274
Changes in long-term liabilities and provisions	8,502	32,530
Finance cost	18,087	20,215
Tax expense	100,532	93,136
Unrealised foreign currency (gain) loss	22,307	-2,383
Cash flow before changes in working capital	914,372	850,265
(Increase) decrease of working capital	-253,696	-308,026
Net cash from operating activities	660,676	542,239
Acquisition of property, plant and equipment	-330,798	-293,635
Change of financial investments and loans	51,897	36,359
Proceeds from sales of property, plant, and equipment	334	532
Interest received	22,567	25,641
Net cash used in investing activities	-256,000	-231,103
Financing activities	-125,000	-43,819
Payments of lease liabilities	-38,548	-38,524
Net cash used in financing activities	-163,548	-82,343
Net change in cash and cash equivalents	241,128	228,793
Cash and cash equivalents beginning of period	798,963	565,197
Effect of exchange rate fluctuation on cash held	-14,682	4,973
Cash and cash equivalents end of period	1,025,409	798,963

Report of the independent auditor on the summary financial statements



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REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

Octapharma Nordic AB, Stockholm

Opinion

The accompanying summary financial statements on pages 89 to 92, which comprise the consolidated statement of financial position as at December 31, 2025, the consolidated income statement and the consolidated statement of cash flow for the year then ended, are derived from the audited consolidated financial statements of Octapharma Nordic AB, Stockholm, for the year ended December 31, 2025.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, on the basis described on page 89 of the annual report 2025.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by the IFRS Accounting Standards. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated February 16, 2026.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements on the basis described on page 89 of the annual report 2025.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), *Engagements to Report on Summary Financial Statements*.

KPMG AG

Toni Wattenhofer

Emmanuel Felix

Zurich, 16 February 2026

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