

# POKRENIMO TALAS ODRŽIVIH VREDNOSTI!

Izveštaj o održivom razvoju Hemofarma za 2018

LET'S CREATE THE WAVE  
OF SUSTAINABLE VALUES!

Sustainable Development Report for 2018







Izveštaj o održivom razvoju kompanije Hemofarm a.d. priprema se sedmu godinu zaredom prema svetskim smernicama Global Reporting Initiative (GRI). Ove godine izveštaj je pripremljen u skladu sa smernicama GRI, u „Core“ verziji, uz predstavljanje 36 opštih i 83 specifična indikatora.

Procenu usaglašenosti izveštaja za 2018. godinu sa navedenim smernicama, kao i tačnost navedenih informacija, verifikovala je nezavisna revizorska kuća Ernst & Young d.o.o. Beograd.

Izveštaj o održivom razvoju kompanija Hemofarm a.d. objavljuje godišnje i prethodni je izdat za 2017. godinu.

Sva pitanja, sugestije i dijalog na temu održivog razvoja moguće je adresirati putem mejla svakodobro@hemofarm.com.

Hemofarm A.D. Sustainable Development Report has been prepared for the seventh year in a row in accordance with the Global Reporting Initiative (GRI) guidelines. This year, the Report has been prepared in accordance with the GRI guidelines, in "Core" version, with the presentation of 36 general and 83 specific indicators.

Independent auditing company Ernst & Young d.o.o. Beograd has verified the compliance of the Report for 2018 with the indicated guidelines, as well as the accuracy of the provided information.

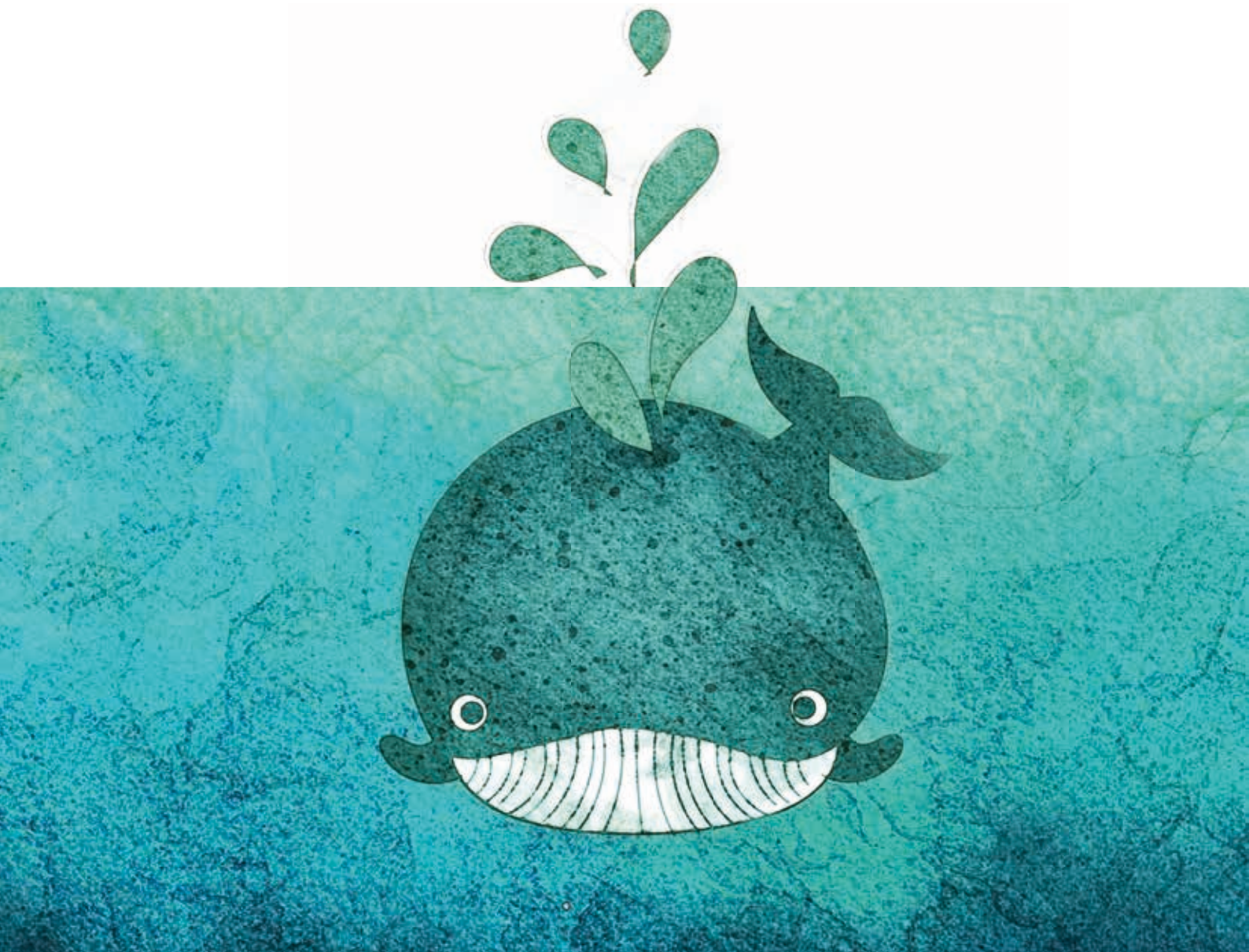
Hemofarm A.D. Sustainable Development Report is published annually and the previous one was published for the year 2017.

Any questions, suggestions and dialogue on the topic of sustainable development can be addressed by e-mail to svakodobro@hemofarm.com.



Ilustracija/Illustration: Blaženka Jovanović









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# Naše nove vrednosti – svetionik na putu u još bolju budućnost

## Our new values – the lighthouse to light our way to even better future

Budućnost se ne događa tek tako; poput istorije, ona se stvara. Mi u STADA Grupi zato smo uvereni da su, u ovom vremenu promena i tehnološkog razvoja, oni koji nisu otvoreni za kreativnost, koji nisu spremni da se preispituju i menjaju, već danas zaglavljani u prošlosti. Održivi razvoj za nas je zato imperativ.

Jedan od načina da kompanija i čitava Grupa dodatno raste, pored egzaktnih biznis rezultata, jeste i unapređenje reputacije i imidža. Najbolja osnova za to su korporativne ključne vrednosti, koje kontinuirano treba preispitivati i usaglašavati sa nivoom razvoja i potreba kompanije. Istražujući kakva je naša STADA danas i u kom pravcu ide, u okviru brojnih radionica sa ključnim internim stajkholderima u čitavoj Grupi, došli smo do novih korporativnih ključnih vrednosti. Svi smo složni da one predstavljaju naš budući stub rasta i razvoja.

Zato je neophodno da budemo agilni i preduzimljivi i da se sa punim integritetom, svi zajedno, zalažemo za jedinstvenu STADA-u. AGILNI smo jer prilagođavanje promenama brže od konkurencije predstavlja najvažniji faktor uspeha. PREDUZIMLJIVI smo jer su ideje i postupci svakog od nas iskre koje podstiču budući rast. INTEGRITET i međusobno poštovanje su nam na prvom mestu u primeni standarda i razvoju kvaliteta. Kako bismo postupali u najboljem interesu kompanije, zalažemo se za koncept JEDINSTVENE STADE. Dakle, naše nove korporativne ključne vrednosti su: AGILITY, ENTREPRENEURSHIP, INTEGRITY i ONE STADA. Smatramo da ih danas ne treba prevoditi, budući da je engleski svojevrsni esperanto novog doba, a naš cilj da ove vrednosti, za svakog i svuda,

The future does not happen just like that; similar to history, it is created. At STADA Group, we are therefore convinced that, in the era of changes and technological development, people who are not open to creativity, and who are not willing to examine and change themselves, are already stuck in the past. Sustainable development is therefore an imperative for us.

Apart from exact business results, improving reputation and image is one of the ways of boosting the growth of the company and the entire Group. The key corporate values, which should be continuously reviewed and aligned with the level of development and needs of the company, are the best grounds for it. Upon looking into the current status and future prospects of our STADA at numerous workshops with the key in-house stakeholders across the Group, we have come to the new key corporate values. We all agree that they are the future pillar of our growth and development.

Therefore, all of us together should be agile, promote entrepreneurship, while fostering ONE STADA with full integrity. We are AGILE because adapting to changes faster than competition is the most important success factor. We promote ENTREPRENEURSHIP, as the ideas and actions of each one of us are the sparkles igniting the future growth. INTEGRITY and mutual respect are our top priority in terms of compliance with standards and improvement of quality. In order to act in the best interest of the company, we support the ONE STADA concept. Thus, our new key corporate values are: AGILITY, ENTREPRENEURSHIP, INTEGRITY and ONE STADA. We think that we should leave them untranslated, as the English





pa i u svim zemljama u kojima STADA posluje, prenesu isto značenje.

Budućnost je u našim rukama! I zato vas već sad pozivam da zajedno pišemo novo poglavlje.

Na tom putu naše nove korporativne ključne vrednosti su naš svetionik, a Naša misija – Vaše zdravlje!

language is a sort of Esperanto of the new age, and our goal is that these values have the same meaning for everyone and everywhere, in each country where STADA operates.

The future is in our hands! That's why I am inviting you already now to write a new chapter together.

Along that way, our new key corporate values are our lighthouse, and Our mission is Your health!

**Peter Goldschmidt**  
CEO STADA Grupe

**Peter Goldschmidt**  
CEO STADA Group



# Uvodna reč generalnog direktora

## CEO Editorial

102-14

Brzina, tehnološke inovacije, promene i izazovi suštinske su karakteristike vremena u kome živimo. Zato danas značaj održivog razvoja razume mnogo više ljudi nego pre 7 godina, kada smo predstavili Hemofarmov prvi Izveštaj o održivom razvoju. Biti pionir u nekoj oblasti nije lako, a mi smo to u ovoj oblasti bili ne samo u Srbiji već i u regionu. Ono što smo, međutim, u međuvremenu i sami shvatili, uprkos izuzetnim ostvarenim rezultatima, jeste da smo i mi, kao uostalom i čitavo čovečanstvo – zapravo tek na početku jednog civilizacijski važnog puta.

Na tom putu, svet je definisao 17 ciljeva globalnog održivog razvoja, a kao jednu od najvećih pretnji prepoznao klimatske promene. Održivi razvoj, međutim, predstavlja daleko veći zadatak od zaštite životne sredine. On znači bitku za ekonomski napredak u kvalitetnijem životnom okruženju i humanijem društvu. Kao takav, održivi razvoj je važan svima, a zavisi od svake kompanije i svakog pojedinca. Odgovornost je, dakle, na svakom od nas.

I kada već o tome razgovaramo, kao čovek koji ima privilegiju ali i odgovornost da vodi Hemofarm, sada sam u prilici da sa Vama podelim i zadovoljstvo. Ono je zasnovano na nizu podataka koji govore da je i u godini za nama naša kompanija, kao važan član STADA Grupe, na delu pokazala kako se bori za ciljeve održivog razvoja. To činim s ponosom, ali i nadom da ćete čitajući Izveštaj koji je pred Vama biti ohrabreni da i sami, kao i u partnerstvu sa nama, u narednom periodu učinite još više. I da ćete to, baš kao i mi, otvoreno i u želji da inspirišete, podeliti sa drugima.

Hemofarm je u 2018. godini ostvario značajno povećanje ekonomske vrednosti, pre svega zahvaljujući rastu direktno generisane vrednosti, a u odnosu na prethodnu godinu procenat rasta od prodaje povećan je za 14,36%.

Fast pace, technological innovation, change and challenges are essential features of the time we live in. The importance of sustainable development is presently understood by much more people than seven years ago when we presented Hemofarm's first Sustainable Development Report. Being a pioneer in some area is not easy, and we were that in this area not only in Serbia, but also region-wide. However, we have understood in the meantime that, in spite of the remarkable results achieved, we are, as a matter of fact, only at the beginning of an important civilization journey, together with the rest of the mankind.

On this journey, the world has defined 17 global Sustainable Development Goals, and identified climate change as one of the biggest threats. Sustainable development, however, represents a far more comprehensive task than environmental protection. It entails a battle for economic progress in a better quality environment and a more humane society. As such, sustainable development is important to everyone, and it depends on every company and each individual. Accordingly, the responsibility lies with each one of us.

Speaking of which, as a man who has the privilege, but also the responsibility to lead Hemofarm, I am now able to share with you the satisfaction, too. It is substantiated by a series of data indicating that our company, as an important member of STADA Group, has shown also in the year behind us how it advocates for the goals of sustainable development in practice. I'm doing it with pride, but also the hope that by reading the Report which is before you, you will be encouraged to do even more in the future yourself, as well as in partnership with us, and that you, just like us, will openly and inspirationally share it with others.

In 2018, Hemofarm achieved a significant increase in economic value, primarily due to the growth of directly generated value, and recorded a 14.36% sales growth compared to the previous year.





Nastavili smo obaranje sopstvenih rekorda. Proizveli smo više od 5,5 milijardi proizvodnih jedinica, odnosno ostvarili rast od 5%. Proizvodnja je uvećana i po obimu za čitavih 1%, što nas dovodi do rekordnih 245 miliona pakovanja proizvoda u 2018. Postignuti rezultati dobijaju još veći značaj kada se vidi da smo značajno smanjili utrošak električne energije i prirodnog gasa po jedinici gotovog proizvoda. Takođe, smanjili smo potrošnju vode i ostvarili značajne finansijske uštede, istovremeno podižući nivo zaštite životne sredine.

U protekloj godini za nas je poseban značaj imala transformacija u koju je ušla STADA sa dolaskom novog menadžmenta, predvođenog g. Piterom Goldšmitom, postajući moderna generička grupacija, fokusirana na tržišni rast i razvoj farmaceutskog portfolija. Ujedno, Hemofarm je delom pokazao zašto je jedan od najznačajnijih proizvodnih i ekspertskih stubova čitave STADA Grupe. To smo potvrdili i činjenicom da se iz Srbije rukovodi regionalnom proizvodnjom, razvojem i kontrolom kvaliteta.

We have continued breaking our own records. We produced more than 5.5 billion technical production units, and recorded a 5% growth. The output was also increased in terms of volume by as much as 1%, resulting in the record score of 245 million packs of products in 2018. The achieved results gain even more in significance considering that we significantly reduced the consumption of electricity and natural gas per finished product unit. We also reduced the consumption of water and achieved significant savings, while simultaneously raising the level of environmental protection.

The transformation undertaken by STADA last year, after the new management headed by Mr Peter Goldschmidt took the helm, creating a state-of-the-art group of generic companies focused on market growth and pharmaceutical portfolio development, is of a particular importance for Hemofarm. At the same time, Hemofarm has demonstrated by its actions why it is one of the most important production and expertise pillars of the entire STADA Group. This has also been acknowledged by the fact that regional production, development and quality control is managed from Serbia!

Veoma sam ponosan što Hemofarm sa razlogom može da kaže da ne samo prati najsavremenije tehnološke inovacije i procese već da ih kreira i živi. Mi smo, tako, proaktivan deo četvrte industrijske revolucije, sa razvijenim mehanizmima i implementacijom informacije kao vodeće monete, posebno u digitalnom okruženju. Agilnost i uređenost naše proizvodnje i centralizovanog pogona za pakovanje takve su da ih je moguće uporediti sa funkcionisanjem najsloženijih i najuređenijih aerodroma, što su tokom 2018. potvrdile čak 22 najeminentnije domaće i međunarodne eksterne inspekcije. Zbog toga ne iznenađuje da smo aplikaciju instaliranu u cilju praćenja skladištenja i otpremanja naših proizvoda nazvali upravo „red letenja“.

Pa ipak, za nas su najvažniji resurs – ljudi. Naša porodica od 3.100 članova u prošloj godini se proširila. Broj zaposlenih povećao se za 7%, a žene su zadržale svoju dominaciju i sa 53% i dalje čine većinu. Uz to, Hemofarm je u 2018. postao još bezbednije mesto za rad, i povrede na radu su smanjene za čak 26,3%. Iako su svih 14 bile „lake povrede“, odlučili smo da u 2019. intenziviramo edukaciju usmerenu ka povećanju svesti o značaju odgovornog bezbednosnog ponašanja u procesu rada i prevenciji povreda.

Mi znamo moć znanja i zato se neprestano usavršavamo, učeći od najboljih i podstičući inovativnost i inicijative naših zaposlenih. Zahvaljujući stalnom ulaganju u njihovo usavršavanje, mnogi procesi urađeni su brže i kvalitetnije uz ostvarenje značajnih ušteda, što nas je motivisalo da sve svoje ekspertize dodatno usmerimo, kroz transfer znanja, ka drugima, naročito ka mladima. Svoj doprinos dali smo dualnom obrazovanju, nastavili uspešnu realizaciju Mentorskog programa i programa stipendiranja. To dodatno doprinosi kredibilitetu naše Hemofarm fondacije, koja je nizom uspešnih akcija i u 2018. godini dokazala zašto je u javnosti prepoznata kao lider u oblasti zdravlja i društvene odgovornosti.

U duhu jedinstvene STADA-e i nove korporativne kulture, a u skladu sa savremenim trendovima, unapredili smo i kompanijski i vizuelni identitet medijskih kampanja i značajno povećali

I am very proud that Hemofarm can reasonably boast of not only keeping up with the cutting-edge technological innovations and processes, but also creating and living them. We are, thus, a proactive part of the fourth industrial revolution, with developed mechanisms and the implementation of information as the leading asset, especially in the digital environment. The agility and excellent organization of our production and centralized packaging plant are such that they can be compared with the operation of the most complex and best-organized airports, which was confirmed by as many as 22 most eminent national and international external audits in the course of 2018. It is therefore not surprising that the application installed for monitoring of product storage and shipment operations was named the "flight schedule".

Nevertheless, our most important resource is - people. Our family comprising 3,100 members expanded last year. The headcount increased by 7%, while women retained their dominance, still holding the majority share of 53%. In addition, Hemofarm became an even safer place of work in 2018, as occupational injuries were reduced by as much as 26.3%. Although each of 14 injuries were "minor" ones, we decided to intensify education aimed at raising awareness about the importance of responsible safety behaviour in the process of work and injury prevention in 2019.

We are aware of the power of knowledge and that is why we constantly develop professionally, by learning from the best and encouraging the innovativeness and initiatives of our employees. Owing to continuous investment in their upgrading, many processes were made faster and better, with considerable savings, which motivated us to further focus all our expertise by transferring knowledge to others, especially to young people. We have contributed to dual education by continuing the successful implementation of the Mentoring Programme and the Scholarship Programme. This additionally contributes to the credibility of our Hemofarm Foundation, which demonstrated through a number of successful actions carried out also in 2018, why it has been recognized in the public as a leader in the field of health and social responsibility.

In the spirit of ONE STADA and the new corporate culture, and in line with the contemporary trends,



prisustvo u digitalnim medijima i na društvenim mrežama. Tako smo ojačali ključne kanale komunikacije sa našim ciljnim grupama. I sve to, na liniji našeg novog globalnog korporativnog slogana: Naša misija – Vaše zdravlje, koji u fokus stavlja prevenciju i razvoj zdravih životnih stilova.

Uobičajeno je da matične korporacije izveštavaju o održivom razvoju, a da lokalne kompanije preuzimaju i lokalizuju te izveštaje. Kod nas je sasvim obrnuto – Hemofarm će u 2019. započeti proces transfera znanja i iskustava iz domena održivog razvoja ka STADA Grupi, kako bi joj pomogao u izradi prvog Izveštaja o održivom razvoju. Upravo to će biti sjajna prilika da Hemofarm postavi vrlo konkretne i merljive KPI-jeve za sve oblasti poslovanja kako pred svoj tim, tako i pred globalni STADA tim, u skladu sa globalnim ciljevima održivog razvoja UN. Tako ćemo dati značajan doprinos dodatnom uvećanju ekonomske vrednosti i reputacije STADA Grupe.

Uvereni smo da sve navedeno najbolje ilustruje naše novopostavljene ključne korporativne vrednosti – AGILITY, ENTREPRENEURSHIP, INTEGRITY i ONE STADA. Mi ih i ne prevodimo upravo zato što su agilnost, preduzetništvo, integritet i zajedništvo vrednosti svuda iste za sve nas u celoj STADA-i, a koje ljudi širom sveta – dobro razumeju. Kao naša vodilja, ove vrednosti direktno su povezane i sa našim ključnim ciljevima održivog razvoja. U to ćete imati priliku da se uverite i čitajući stranice koje su pred Vama.

Nastojimo da naše delovanje, pa i ovaj Izveštaj, i Vama budu motivacija za nove uzlete. Za nas je to, bez ikakve sumnje – sigurni put da pokrenemo talas održivih vrednosti.

we have also enhanced both corporate and media campaigns visual identity, and significantly increased presence in digital media and on social networks. We have thus strengthened the key communication channels with our target groups, everything in tune with our new global corporate slogan: Our mission - Your health, which focuses on prevention and development of healthy lifestyles.

Parent corporations generally report on sustainable development, and such reports are cascaded to local companies. In our case, it is the other way around - Hemofarm will start the process of transferring know-how and experience in the field of sustainable development to STADA Group in 2019, in order to help it prepare its first sustainable development report. This will be a great opportunity for Hemofarm to set up very specific and measurable KPIs for all areas of business, both before its own team and the global STADA team, in line with the global UN Sustainable Development Goals. In such a way, we will make a significant contribution to further increase in the economic value and reputation of STADA Group.

We are confident that everything mentioned best illustrates our newly-established key corporate values - AGILITY, ENTREPRENEURSHIP, INTEGRITY and ONE STADA. We do not translate them from the English language because agility, entrepreneurship, integrity and unity are the values which are the same for all of us across STADA, and which are perfectly well understood by people all around the world. As our guiding light, these values are directly related to our key Sustainable Development Goals. You will have the opportunity to see it yourselves also by reading the pages in front of you.

We have been striving to motivate you through our actions, and even through this Report, for new breakthroughs. It is for us, without any doubt, a straightforward way to run a wave of sustainable values.

**dr Ronald Seeliger**  
generalni direktor Hemofarma i  
potpredsednik STADA Grupe

**Dr Ronald Seeliger**  
Chef Executive Officer of Hemofarm and  
Vice President of STADA Group

# Agilnost kao „lozinka“ savremenog doba

## Agility as modern age “password”



Odgovoriti na izazov, istrajati na ispravnom putu uz spremnost na preispitivanje i promenu, obezbediti jednakost mogućnosti, brinuti o drugima i prirodi, usuditi se na iskorak iz poznatog ka boljem, imati hrabrosti da oslobodiš sopstvenu kreativnost i uradiš nešto što je drugačije i bolje, dati najbolje od sebe za opšte dobro, učiniti to sa puno strasti i istinskim uverenjem. Ovo su neki od odgovora koje smo moje kolege i ja davali, otkrivajući na jednom testu najpre sebi, a onda i drugima, šta za nas predstavlja održivi razvoj. Ispostavilo se da je u našim različitim odgovorima bilo mnogo zajedničkog. Pre svega, mi delimo osećanje da doprinosimo izgradnji boljeg sveta. To osećanje podržano je svim onim što možemo i što činimo – kao deo Hemofarma i STADA Grupe. I to nas čini ponosnim i spremnim da inspirišemo druge. U tome je smisao i ovog, našeg sedmog Izveštaja o održivom razvoju.

Ako pročitate ovaj izveštaj, biće vam jasno zašto je jedna velika uspešna korporacija i farmaceutski lider, kakav je Hemofarm, izuzetno ponosna što je u godini za nama uspeła da proizvodnju podigne za 1%, a da poslovanje učini još održivijim. Shvatićete da je to još jedno obaranje rekorda, postignuto na nivou i u uslovima u kojima su mnogi mislili da je biti još bolji gotovo nemoguće. Razumećete da je taj procenat onaj jedan važan korak koji pomera granice i dokazuje da je pomeranje granica baš uvek moguće. I da iza njega stoje neki drugi veći i još važniji procenti. Oni govore o značajnim povećanjima proizvodnje lekova i OTC/CHC proizvoda, o broju inovacija, o novim znanjima i tehnologijama, ubrzanju i efikasnosti proizvodnje, o uštedama i impresivnom smanjenju otpada. A

To respond to challenges, persevere on the right path while being open to reassessment and changes, ensure equal opportunities, care for others and nature, step out of the comfort zone and into the enhancement zone, have a courage to free your own creativity and do something different and better, give your best for the common good, do it with a lot of passion and true conviction were some of the answers my colleagues and I gave, revealing in one test, first to ourselves, and then also to others, what sustainable development actually means to us. It turned out that our different responses were pretty common. First of all, we share the feeling that we contribute to building a better world. This feeling is supported by everything that we can and that we do - as a part of Hemofarm and STADA Group. And it makes us proud and prepared to inspire others. That is the point of our seventh Sustainable Development Report.

If you read this report, you will understand why a large, successful corporation and pharmaceutical leader such as Hemofarm is exceptionally proud that, in the year behind us, it managed to increase production by 1% and make the business even more sustainable. You will realize that this is yet another record, achieved at the level and under the conditions in which many people thought that it was almost impossible to be even better. You will understand that this one percent is the one important step that moves the boundaries and proves that moving boundaries is always possible, and that some other, higher and even more important percentages are behind it. They reveal significant increases in production of medicines and OTC/CHC products, the number of innovations, new knowledge and technologies, speeding up and





ono što je važnije od svega – svi ovi rezultati su delo ljudi, naših ljudi. I oni su dokaz nikad pozitivnijeg uticaja Hemofarma na okruženje!

Iza svih naših uspeha stoji 3.100 porodica koje čine Hemofarm Grupu i jedan tim koji čini jedinstvenu STADA Grupu. Taj tim pomaže da se mnogi ljudi ne razbole i da se hiljade njih izleči. Da neki parkovi budu lepši i zeleniji jer smo nastavili sađenje, ali i korišćenje ambalaža od recikliranih materijala, da su neka deca srećnija, jer smo im pomogli da prevaziđu određene prepreke, da najbolji imaju stipendije koje će im omogućiti da budu još bolji, da su mnogi mladi uz znanje kroz dualno obrazovanje stekli i veštine. Da je i zahvaljujući apelima svih nas, neko dobio najvažniji poziv i bubreg, neko srce, a svi oni – život. I da od toga nema većeg bogatstva.

Zato su rezultati na koje se osvrćemo u ovom izveštaju zapravo manifest naše posvećenosti održivom razvoju i dokaz da iza svake naše reči

efficiency of production, savings and impressive waste reduction. Nevertheless, the most important thing is that all these results are the work of people, our people. They bear witness to more positive impact of Hemofarm on the environment than ever before!

Our entire success is based on 3,100 families that make Hemofarm Group and one team that makes the ONE STADA Group. This team helps many people not to get sick, as well as in curing thousands of them. It helps making some parks more beautiful and greener as we continued not only planting trees but also using recycled materials, making some children happier as we help them to overcome certain obstacles by granting scholarships to the best ones, which will enable them to be even better. Many young people also acquired skills along with the knowledge gained through dual education. And, owing to the appeals of all of us, some people got the most important call and a kidney, or a heart, and all of them got life. There is nothing more precious than that.

stoje konkretna dela. I da je na kraju svih njih jedan zajednički cilj – kvalitetniji i zdraviji život!

Razvijajući inovativnost i pobednički duh kod mladih, izgradili smo farmaceutsku „čistu sobu“ na Tehnološko-metalurškom fakultetu u Beogradu i inspirisali mnoge studente da budu još bolji na svojim studijama i biraju naj-savremenije predmete u koje je i Hemofarm utkao svoja bogata istraživačka i proizvodna iskustva. Podstičući inovativnost najmlađih članova našeg tima, zaslužno smo ušli u finale za Evropu na jednom od najeminentniji globalnih takmičenja mladih inovatora u održivom razvoju – „Ideje za akciju“, koje organizuju prestižna poslovna škola Vorton, sa Univerziteta Pensilvanije, i Svetska banka.

Kada kažemo da brinemo o zaštiti životne sredine, mi to činimo suštinski, brinući o okruženju u svakom aspektu poslovanja. Zato ne iznenađuje da smo tokom prošle godine skoro 200 miliona pakovanja za naše proizvode obezbedili upotrebom recikliranog kartona. Rast proizvodnje prati i rast upotrebe recikliranog kartona, koji se koristi za više od 80% svih pakovanja u Hemofarmu. Na taj način naša kompanija je sačuvala preko 17.000 stabala, uz uštedu električne energije koju bi inače potrošili za 44 dana i vode za oko 37 dana rada Hemofarma.

Kad mi kažemo da se svim srcem borimo za zdravlje, znanje, kulturu, aktivan život i zdravo okruženje, to znači da smo kroz delovanje Hemofarm fondacije u 2018. godini realizovali čak 86 aktivnosti i da smo uložili značajan rad, materijalna sredstva ali i, iznad svega, ljubav prema ljudima. U tome nismo bili sami. Ostvarili smo 173 partnerstva sa stejkholderima – institucijama sistema, međunarodnom zajednicom, civilnim sektorom, medijima i uglednim pojedincima i na delu dokazali koliko su partnerstva i važna, i snažna. Naše kolege su posvetile 786 svojih volonterskih sati razvoju mladih i budućih stručnjaka kroz Mentorski program.

Kampanjom „Ne dozvoli da pukne“ osvojili smo osam novih nagrada, ali pre svega podigli svest o značaju preventivnih pregleda i kontrole krvnog pritiska. Podržali smo zdravstvene institucije programima donacija i dali doprinos

That's why the results presented in this Report are actually a manifesto of our commitment to sustainable development and evidence that every single word is substantiated by concrete actions, all of which have the same ultimate goal – a better quality and healthier life!

Aimed at developing innovativeness and winning mentality among young people, we have built a pharmaceutical "clean room" at the Faculty of Technology and Metallurgy in Belgrade and inspired many students to be even better at their studies and choose the most contemporary courses to which Hemofarm has contributed its extensive research and production related experience. By encouraging the innovativeness of the youngest members of our team, we deservedly reached the European finals at "Ideas for Action", one of the most eminent global competitions of young innovators in sustainable development, organized by the prestigious Wharton School of Business at the University of Pennsylvania, and the World Bank.

When we say that we care about environmental protection, we do it for real, taking care of the environment in every aspect of business. It is therefore not surprising that almost 200 million packages were provided for our products by using recycled cardboard during the past year. The production growth is accompanied by the growth in consumption of recycled cardboard, which is used for more than 80% of all packs in Hemofarm. In this way, our company has preserved over 17,000 trees, thus saving the electricity that would otherwise be spent in 44 days and water in about 37 days of Hemofarm operation.

When we say that we are wholeheartedly advocating health, knowledge, culture, active lifestyles and healthy environment, this means that, through the operation of Hemofarm Foundation in 2018, we carried out as many as 86 activities and invested significant effort, funds, and above all, love for people. We were not alone in doing it. We established 173 partnerships with stakeholders – system institutions, international community, civil sector, media and prominent individuals, and demonstrated in practice the significance and power of partnerships. Our colleagues devoted 786 volunteer hours to the development of young, future experts through the Mentoring Programme.

usavršavanju farmaceuta i lekara kroz kontinuiranu medicinsku edukaciju. Pokazali smo koliko cenimo, umemo da prepoznamo i nagradimo izuzetnost i time što smo povodom 25 godina uspešnog rada Hemofarm fondacije ustanovili „Nagradu za izuzetnost“. Visoke standarde postavili smo i izborom Vigora Majića, direktora Naučno-istraživačke stanice Petnica, za prvog laureata.

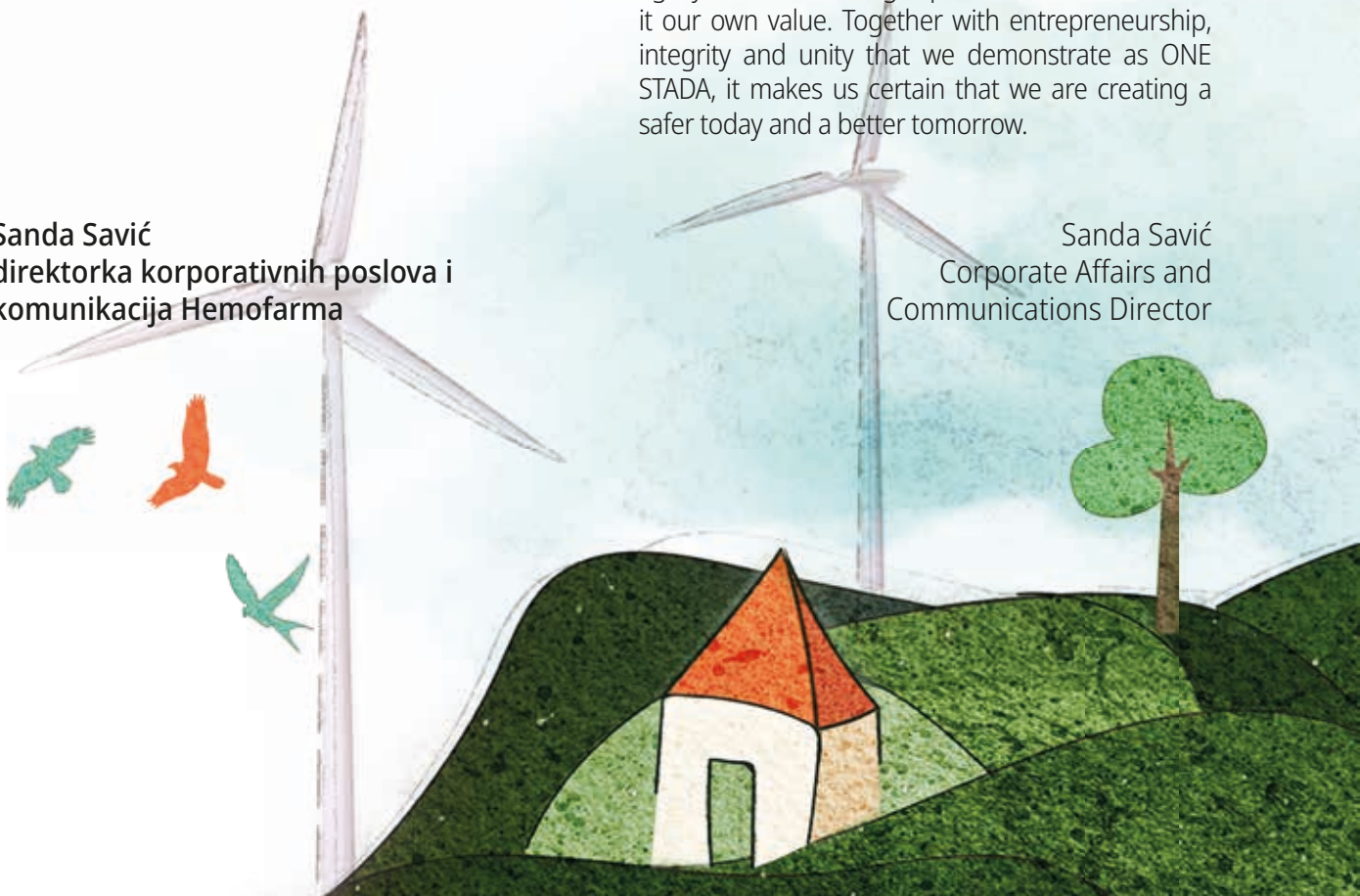
Bićemo veoma srećni ako ovi rezultati o kojima govori i naš Izveštaj o održivom razvoju i za vas budu inspiracija. Lično sam, inspirisana Valentinom Tereškovom, prvom ženom astronautom, i sama zaključila da naša ograničenja najčešće ne proizilaze iz ograničenih mogućnosti, već iz limitirane vizije. Zato je važno ohrabriti i sebe i druge, da istražujemo načine kako postići boljitak. Na ličnom, poslovnom i društvenom planu. Lokalno i planetarno. U sadašnjosti koja će obezbediti budućnost. Jer baš to je održivi razvoj. Kada se ka tim višim ciljevima krećemo brže, veštije, lakše – to je agilnost. Zato smo mi saglasni da je agilnost „lozinka“ savremenog doba, i zato je vidimo i kao sopstvenu vrednost. Ona nas, uz preduzetništvo, integritet i zajedništvo koje iskazujemo i kao jedinstvena STADA, uverava da stvaramo sigurnije danas i bolje sutra.

Sanda Savić  
direktorka korporativnih poslova i  
komunikacija Hemofarma

We won eight new awards for "Don't Let It Burst" campaign, but most importantly, we raised the awareness about the importance of preventive medical examinations and blood pressure screenings. We supported healthcare institutions through donation programmes and contributed to professional development of pharmacists and physicians through continuous medical education. We showed how much we cherish, and are able to identify and reward excellence by establishing the "Excellence Award" on the occasion of marking 25 years of successful work of Hemofarm Foundation. We also set high standards by selecting Vigor Majić, Director of Petnica Science Centre, to be the first laureate.

We will be very happy if the results presented in our Sustainable Development Report become inspiration to you, too. Inspired by Valentina Tereshkova, the first woman astronaut, I myself concluded that our constraints do not usually come from limited possibilities, but rather from a limited vision. It is therefore important to encourage both ourselves and others to explore ways to achieve better results, in personal, professional and social life, locally and globally, in the present that will provide a better future. Because, it is what sustainable development is all about. When we pursue those higher goals faster, more skilfully, easier – that is agility. That's why we are on the same page when thinking about agility as a modern age "password", and consider it our own value. Together with entrepreneurship, integrity and unity that we demonstrate as ONE STADA, it makes us certain that we are creating a safer today and a better tomorrow.

Sanda Savić  
Corporate Affairs and  
Communications Director





# Dijalog sa zainteresovanim stranama

## Dialog with stakeholders

102-40 | 102-42 | 102-43 | 102-44

Pravi napredak počiva na stalnom preispitivanju da li je sve što kompanija radi u skladu sa interesima i potrebama društva u kome obavlja svoju delatnost. Zato Hemofarm veliku pažnju poklanja mišljenju zainteresovanih strana, jer se tako razvijaju u pravom smeru i kompanija i njen portfolio. Kroz taj proces dijaloga, kontinuiranog preispitivanja i posledičnih strategija za unapređenja, podiže se nivo pozitivnog uticaja na okruženje, a u slučaju Hemofarma, portfolio farmaceutskih proizvoda biva u najvećoj meri usklađen sa realnim potrebama domaćeg zdravstvenog sistema i pacijenata. Mišljenje ključnih stejkholdera za Hemofarm je važno i kod unapređenja internih procedura, čime se razvijaju korporativna efikasnost i transparentnost, ali i sama korporativna kultura. Ključni stejkholderi za Hemofarm nisu samo oni koji su trenutno povezani sa poslovanjem kompanije već i sve one zainteresovane strane koje u budućnosti mogu imati uticaj na poslovanje i samu farmaceutsku branšu, kao i povratno – važan je Hemofarmov uticaj na njihov život ili rad. Zato top menadžment kompanije svake godine evaluira liste ključnih stejkholdera, nastojeći da ih adekvatno rangira i kontinuirano dopunjuje. Tako su 2017. godine studenti farmacije bili jedna od najvažnijih grupa stejkholdera koja je iz vizure budućih stručnjaka dala svoje osvrte na poslovanje Hemofarma. Ove godine to su:

Real progress is based on constant reassessment whether all company activities meet the interests and needs of the community in which it operates. For that reason, Hemofarm pays a great deal of attention to the attitude of the stakeholders, because, in such a way, both the company and its portfolio are developed in the right direction. Through the process of dialogue, continuous reassessment and resulting improvement strategies, the level of a positive impact on the environment is raised, and in case of Hemofarm, the pharmaceutical product portfolio is harmonized to the maximum extent with the actual needs of the national healthcare system and patients. Hemofarm cherishes the opinion of the key stakeholders also in terms of improvement of in-house procedures, thus upgrading corporate efficiency and transparency, as well as the corporate culture itself. The key Hemofarm's stakeholders include not only those who are currently linked to corporate operations, but also all the stakeholders who might have an impact on the operations and pharmaceutical sector itself, or vice versa – those on whose life or work Hemofarm might have an impact in the future as well. For that reason, company's top management evaluates the lists of key stakeholders every year, trying to properly rank and update them on an ongoing basis. Thus, in 2017, the students of pharmacy were one of the most important groups of stakeholders, who referred to Hemofarm's operations from the point of view of future experts. This year, they include:



- top menadžment Hemofarma (13 anketiranih),
- zaposleni Hemofarma (150 anketiranih),
- poslovni partneri i dobavljači – domaći i strani (20 anketiranih; Represent Communications, Kreativa Unlimited, BioMimicry Norway, EY, Coca Cola, NIS i dr.),
- farmaceuti i doktori (50 anketiranih; različitih medicinskih specijalnosti),
- zvanične državne institucije i mediji (18 anketiranih; Privredna komora Srbije, Adria Media Group i dr.),
- predstavnici nevladinog i akademskog sektora (80 anketiranih; Mikser festival, NVO Moj lepi grad, Fakultet savremenih umetnosti, studenti različitih specijalnosti, itd.).

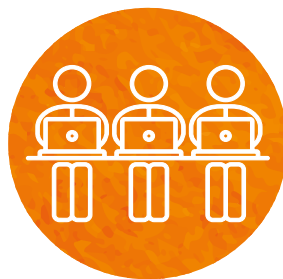
- Hemofarm top management (13 respondents),
- Hemofarm employees (150 respondents),
- business partners and suppliers – local and international (20 respondents; Represent Communications, Kreativa Unlimited, BioMimicry Norway, EY, Coca Cola, NIS, etc.),
- pharmacists and doctors (50 respondents; different medical specialties),
- official state institutions and the media (18 respondents; Chamber of Commerce and Industry of Serbia, Adria Media Group, etc.),
- representatives of non-government and academic organisations (80 respondents; Mikser festival, NVO Moj lepi grad, Faculty of Contemporary Arts, students of various fields of studies, etc.).

Hemofarm je za dijalog sa stejkholderima u 2018. odabrao anketu, u verzijama na srpskom i engleskom jeziku, a ukupno je anketiran 331 ispitanik.

As a tool for dialogue with stakeholders in 2018, Hemofarm opted for a survey, both in Serbian and English language versions, with a total of 331 respondents.



**TOP MENADŽMENT**  
TOP MANAGEMENT



**ZAPOSLENI**  
EMPLOYEES



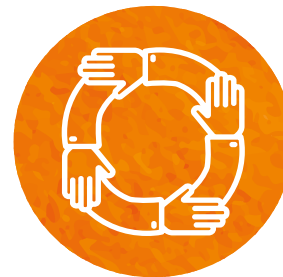
**POSLOVNI PARTNERI I DOBAVLJAČI**  
BUSINESS PARTNERS AND SUPPLIERS



**FARMACEUTI I DOKTORI**  
PHARMACIESTS AND DOCTORS



**ZVANIČNE DRŽAVNE INSTITUCIJE I MEDIJI**  
OFFICIAL STATE INSTITUTIONS AND MEDIA



**PREDSTAVNICI NEVLADINOG I AKADEMSKOG SEKTORA**  
REPRESENTATIVES OF NON-GOVERNMENT AND ACADEMIC SECTOR

Stejkholderima je prezentovana 21 tema od značaja za poslovanje Hemofarma u skladu sa novom korporativnom strategijom razvoja, a koje su potvrdili članovi top menadžmenta. To je za jednu temu više nego u prethodnom krugu dijaloga. Teme su usaglašene i sa procenom uticaja aktuelnog i budućeg razvoja poslovanja na okruženje. Takođe, teme su usaglašene i sa novim korporativnim ključnim vrednostima.

In accordance with the new corporate development strategy, twenty-one topics of importance for Hemofarm's operations, confirmed by top management members, were presented to stakeholders, exceeding the number of topics in the previous dialogue cycle by one topic. The topics have also been harmonized with the assessment of impact of the current and future operation development on the environment. The topics have also been harmonized with the new key corporate values.

VREDNOST VALUE	SDG	POKAZATELJI DRUŠTVENE ODGOVORNOSTI / TEMA OD ZNAČAJA ZA SOCIAL RESPONSIBILITY INDICATORS / MATERIALITY TOPIC
INTEGRITY	CILJ 3 / GOAL 3	1. Razvoj PORTFOLIJA i optimizacija PALETE PROIZVODA 1. PORTFOLIO development and PRODUCT RANGE optimization
		2. Ostvarivanje KVALITETA i BEZBEDNOSTI PROIZVODA prema farmaceutskim standardima 2. Achieving PRODUCT QUALITY and SAFETY in line with pharmaceutical standards
INTEGRITY	CILJ 4 i 5 / GOAL 4 & 5	3. Razvoj i registracija NOVIH PROIZVODA koji su savremeni, komforni i pouzdani 3. Development and registration of NEW PRODUCTS that are contemporary, comfortable and reliable
		4. Odgovoran MARKETING i transparentne KOMUNIKACIJE uz maksimalnu dostupnost informacija 4. Responsible MARKETING and transparent COMMUNICATIONS with maximum availability of information
ENTREPRENE- URSHIP	CILJ 8/ GOAL 8	5. Uvažavanje potreba i ZADOVOLJSTVA KORISNIKA PROIZVODA uz proaktivan odnos prema reklamacijama 5. Respecting the needs and SATISFACTION OF PRODUCT USERS with proactive attitude to complaints
		6. Motivacija i edukacija ZAPOSLENIH i kontinuirani razvoj KORPORATIVNE KULTURE 6. Motivation and education of EMPLOYEES and continuing development of CORPORATE CULTURE
		7. Ostvarivanje i unapređenje BEZBEDNOSTI i ZDRAVLJA NA RADU 7. Achieving and improving OCCUPATIONAL SAFETY and HEALTH
		8. Poslovna i društveno-socijalna USAGLAŠENOST i ANTIKORUPTIVNO delovanje 8. Business and social COMPLIANCE and ANTI-CORRUPTION activity
ENTREPRENE- URSHIP	CILJ 8/ GOAL 8	9. Poštovanje LJUDSKIH PRAVA i sprečavanje prinudnog rada i bilo kakvih zloupotreba 9. Respecting HUMAN RIGHTS and preventing forced labour and any abuse
		10. Razvoj ORGANIZACIONE EFIKASNOSTI i rast POSLOVANJA uz unapređenje tržišnih pozicija 10. Development of ORGANIZATIONAL EFFICIENCY & BUSINESS OPERATIONS growth with the improvement of market positions
		11. Pouzdane SIROVINE od potvrđenih dobavljača 11. Reliable RAW MATERIALS from certified suppliers
		12. Bezbedno SKLADIŠTENJE i efikasan TRANSPORT 12. Safe STORAGE and efficient TRANSPORT
AGILITY	CILJ 9 / GOAL 9	13. Usaglašenost i kontinuirano unapređenje TEHNOLOŠKIH KOMPETENCI 13. Compliance and continuous improvement of TECHNOLOGICAL COMPETENCIES
		14. Brzo reagovanje na TRŽIŠNE PROMENE i IZAZOVE 14. Agile response to MARKET CHANGES & CHALLENGES
ONE STADA	CILJ 11 i 17 / GOAL 11 & 17	15. Uvažavanje mišljenja i DIJALOG SA KLJUČNIM ZAINTERESOVANIM STRANAMA 15. Appreciating the opinion and DIALOGUE WITH KEY STAKEHOLDERS
		16. Unapređenje svesti i odgovornosti DOBAVLJAČA o društveno značajnim aspektima poslovanja 16. Raising awareness and responsibility of SUPPLIERS in view of socially important aspects of business operations
		17. KORPORATIVNA DRUŠTVENA ODGOVORNOST i podrška lokalnim zajednicama 17. CORPORATE SOCIAL RESPONSIBILITY and support to local communities
ENTREPRENE- URSHIP + AGILITY	CILJ 12 / GOAL 12	18. Unapređenje ENERGETSKE EFIKASNOSTI i povećanje korišćenja obnovljivih izvoda energije 18. Improvement of ENERGY EFFICIENCY and increase in the consumption of renewable energy sources
		19. Odgovorno upravljanje potrošnjom VODE i smanjivanje generisanja OTPADA 19. Responsible WATER consumption management and reduced WASTE generation
		20. Odgovorno upravljanje EMISIJAMA GASOVA i smanjenje uticaja na životnu sredinu 20. Responsible GAS EMISSION management and reduced environmental impact
		21. Prevencija i smanjivanje RIZIKA i upravljanje KRIZNIM SITUACIJAMA 21. RISK prevention and mitigation and CRISIS SITUATIONS management



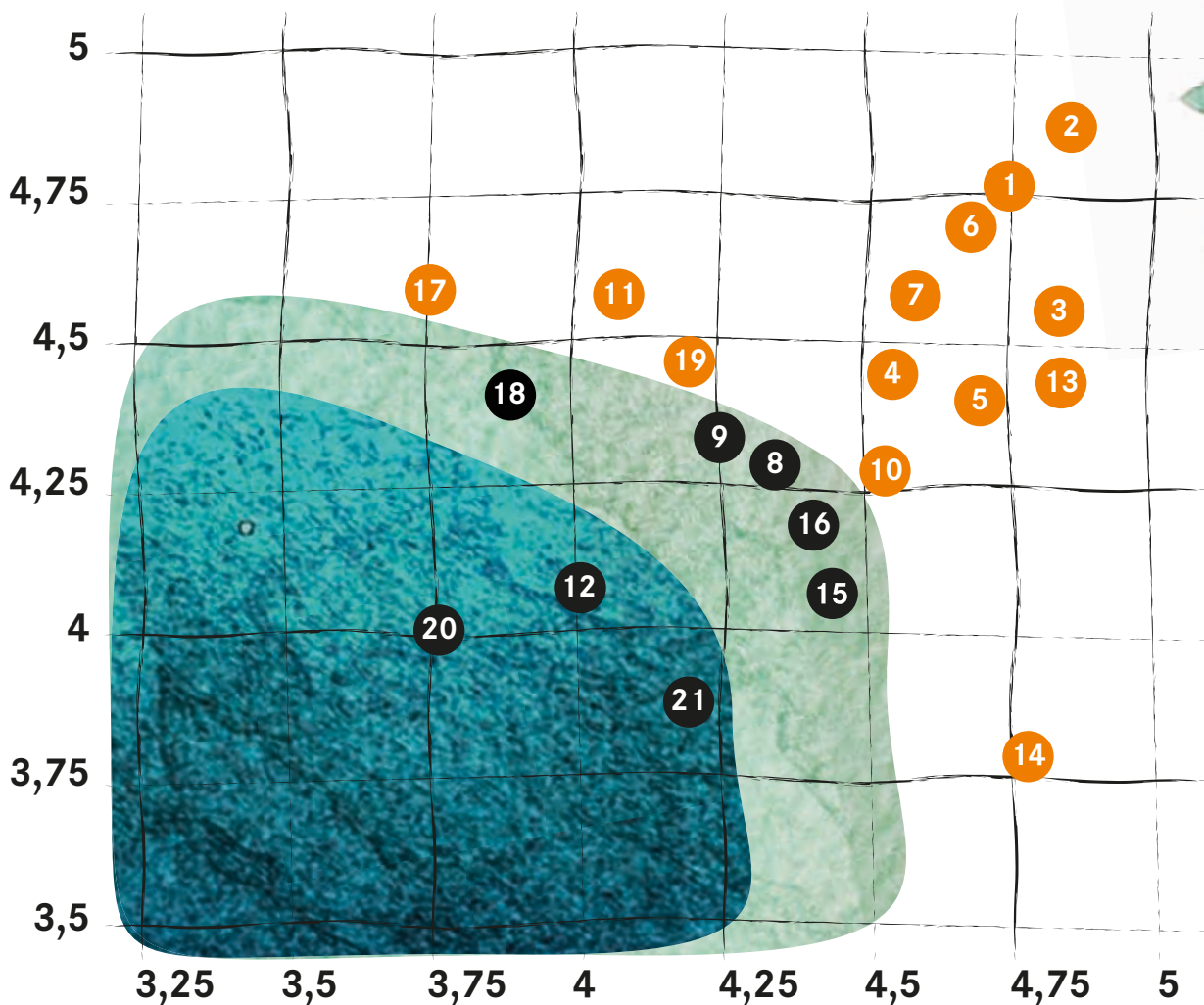
# Matrica materijalnosti i materijalne teme

## Materiality matrix and topics

102-31 | 102-47

Hemofarmovi ključni stejkholderi su u okviru dijaloga sa zainteresovanim stranama za 2018. godinu rangirali teme koje, po njihovom mišljenju, odražavaju najveći dvosmerni uticaj kompanije na društvo. U skladu sa tim, od ukupno 21 teme, odabrano je njih 13, koje su samim tim postale Hemofarmove materijalne teme, kojima će se kompanija baviti u ovom izveštaju.

Within the dialogue with the stakeholders for 2018, Hemofarm's key stakeholders rated the topics that in their opinion reflect the major company's two-way impact on the society. Accordingly, out of a total of 21 topics, 13 were selected, thus becoming Hemofarm's materiality topics, which will be covered this Report.



## Hemofarmove materijalne teme za 2018. su:


1. Razvoj PORTFOLIJA i optimizacija PALETE PROIZVODA.
2. Ostvarivanje KVALITETA i BEZBEDNOSTI PROIZVODA prema farmaceutskim standardima.
3. Razvoj i registracija NOVIH PROIZVODA koji su savremeni, komforni i pouzdani.
4. Odgovoran MARKETING i transparentne KOMUNIKACIJE uz maksimalnu dostupnost informacija.
5. Uvažavanje potreba i ZADOVOLJSTVA KORISNIKA PROIZVODA uz proaktivan odnos prema reklamacijama.
6. Motivacija i edukacija ZAPOSLENIH i kontinuirani razvoj KORPORATIVNE KULTURE.
7. Ostvarivanje i unapređenje BEZBEDNOSTI i ZDRAVLJA NA RADU.
10. Razvoj ORGANIZACIONE EFIKASNOSTI i rast POSLOVANJA uz unapređenje tržišnih pozicija.
11. Pouzdane SIROVINE od potvrđenih dobavljača.
13. Usaglašenost i kontinuirano unapređenje TEHNOLOŠKIH KOMPETENCI.
14. Brzo reagovanje na TRŽIŠNE PROMENE i IZAZOVE.
17. KORPORATIVNA DRUŠTVENA ODGOVORNOST i podrška lokalnim zajednicama.
19. Odgovorno upravljanje potrošnjom VODE i smanjivanje generisanja OTPADA.

## Hemofarm's materiality topics for 2018 include:

1. PORTFOLIO development and PRODUCT RANGE optimization.
2. Achieving PRODUCT QUALITY and SAFETY in line with pharmaceutical standards.
3. Development and registration of NEW PRODUCTS that are contemporary, comfortable and reliable.
4. Responsible MARKETING and transparent COMMUNICATIONS with maximum availability of information.
5. Respecting the needs and SATISFACTION OF PRODUCT USERS with proactive attitude to complaints.
6. Motivation and education of EMPLOYEES and continuing development of CORPORATE CULTURE.
7. Achieving and improving OCCUPATIONAL HEALTH AND SAFETY.
10. Development of ORGANISATIONAL EFFICIENCY & BUSINESS OPERATIONS growth with improvement of market positions.
11. Reliable RAW MATERIALS from certified suppliers.
13. Compliance and continuous improvement of TECHNOLOGICAL COMPETENCIES.
14. Agile response to MARKET CHANGES & CHALLENGES.
17. CORPORATE SOCIAL RESPONSIBILITY and support to local communities.
19. Responsible WATER consumption management and reduced WASTE generation.

Prateći kretanje materijalnih tema u odnosu na 2017. godinu, moguće je ustanoviti direktnu vezu sa aktivnostima kompanije u domenu održivog razvoja i unapređenja svesti ključnih stejkholdera o tome. Na primer, unapređenje energetske efikasnosti i povećanje korišćenja obnovljivih izvora u 2018. nije materijalna tema, upravo zato što je Hemofarm percipiran kod ključnih stejkholdera i zaposlenih kao energetski efikasan i izbalansiran potrošač. To je u skladu sa nalazima IFC (International Finance Corporation), članicom Grupe Svetske banke, koja je pogone Hemofarma svrstala u top 20% energetski najefikasnijih u svetu, u poređenju sa referentnim fabrikama iz Amerike. Svakako, ova važna tema ostaje jedan od prioriteta za Hemofarmov top

Monitoring the trend of materiality topics compared to 2017, it is possible to establish a direct link between the company's activities in the field of sustainable development and improvement of the awareness of key stakeholders thereon. For example, improving energy efficiency and increasing the use of renewable sources in 2018 are not materiality topics precisely because Hemofarm is perceived as an energy efficient and balanced consumer by key stakeholders and employees. This is in line with the findings of the IFC (International Finance Corporation), a member of the World Bank Group, which has ranked Hemofarm's plants among top 20% of the world's most energy efficient, compared with US reference factories. This important topic, nevertheless, remains one of the priorities for Hemofarm's top management.



menadžment. Takođe, korporativna društvena odgovornost je kod eksternih stakeholdera ranije bila nematerijalna tema, dok je u 2018. značajno porasla svest o aktivnostima koje realizuje Hemofarm fondacija, naročito zalaganjem za promociju doniranja organa i borbu protiv visokog krvnog pritiska, pored ostalog, a što je direktno doprinelo većem značaju ove teme, čime je ona postala materijalna.

Kvalitetan, efikasan i savremen farmaceutski proizvod i sve u vezi sa njim, što je i očekivano u skladu sa branšom, ostaje u fokusu materijalnih tema, kao i razvoj odnosa prema zaposlenima i bezbedno radno okruženje.

Hemofarmov top menadžment daje još više na značaju odnosu sa ključnim zainteresovanim stranama, ali i unapređenju svesti i odgovornosti dobavljača u domenu društveno značajnih aspekata poslovanja. Iako ovo nisu materijalne teme, njihova pozicija na listi internih korporativnih prioriteta raste.

Corporate social responsibility was previously a non-material topic with external stakeholders, while the awareness about the activities carried out by Hemofarm Foundation was raised in 2018, in particular owing to Foundation's advocating for the promotion of organ donation and fighting high blood pressure, among other things, which directly contributed to greater significance of this topic, which made it material.

A high-quality, efficient and modern pharmaceutical product and everything related to it, which is implied considering the industry standards, remains in the focus of materiality topics, as well as the development of the attitude towards employees and a safe work environment.

Hemofarm's top management gives even more significance to the relations with the key stakeholders, as well as improving the awareness and responsibility of suppliers in the domain of socially important aspects of operation. Although these are not considered the materiality topics, their ranking on the list of in-house corporate priorities is ever higher.





# Profil kompanije u 2018.

## Company profile in 2018

102-1	102-2	102-3	102-4	102-5	102-6	102-7	102-8	102-10
102-12	102-13	102-17	102-18	102-32	102-45			
202-2								

**58 godina rasta<sup>1</sup> i razvoja<sup>2</sup> danas jednog od omiljenih farmaceutskih brendova.<sup>3</sup>**

58 years of growth<sup>1</sup> and development<sup>2</sup> of presently one of the favourite pharmaceutical brands.<sup>3</sup>

**Portfolio obuhvata čak 415 (↑) proizvoda različitih formi i doza.<sup>4</sup>**

**Portfolio comprises as many as 415 (↑) products of different forms and dosages.<sup>4</sup>**

**Oko 3.100 zaposlenih, od toga 2.342 u Hemofarmu a.d.**

About 3,100 employees, of which 2,342 in Hemofarm A.D.

**PONOVO REKORD!  
245 (↑) miliona pakovanja proizvedeno tokom godine.**

RECORD AGAIN!  
245 (↑) millions of packs manufactured during the year.

**26,20% (↓) udeo po broju kutija, a vrednosno 12,03% (↓).<sup>5</sup>**

26,20% (↓) share in packs, and 12.03%(↓) in value terms.<sup>5</sup>

**53% udeo žena u kompaniji i gotovo isto toliko na rukovodećim pozicijama.**

53% share of women in the company and almost as much in managerial positions.

**Oko 30,03 (↑) milijarde din. prihod od prodaje u 2018.**

Income from sales amounting to around RSD 30.03 (↑) bil. in 2018.

**Preko 70% udeo u izvozu lekova iz Srbije, a ukupno 60% godišnje proizvodnje se izvozi.**

Over 70% share in export of medicinal products from Serbia, and 60% of annual production exported, in total.

**Centar STADA Klastera za istočnu Evropu, prisutan na preko 30 tržišta na 3 kontinenta.**

STADA Cluster hub for Eastern Europe, present in more than 30 markets on 3 continents.<sup>6</sup>

Hemofarm je farmaceutski lider u Srbiji i regionu, čija je primarna delatnost proizvodnja kvalitetnih, efikasnih, bezbednih i dostupnih generičkih farmaceutskih proizvoda. Upravo liderska pozicija u branši predstavlja viziju kompanije, koju dopunjuje i nastojanje da Hemofarm bude lider i u brizi o zdravlju uopšte. Zato je njegova misija da unapređuje kvalitet života ljudi kroz sveobuhvatnu brigu o zdravlju, u čemu posebnu ulogu ima i Hemofarm fondacija, kao vodeća zdravstvena fondacija u Srbiji. To najbolje potvrđuje i novi globalni korporativni slogan:

**Naša misija. Vaše zdravlje.**

Hemofarm is a national and regional pharmaceutical leader, with production of quality, efficient, safe and affordable generic pharmaceuticals as its core activity. It is precisely the leading position in the industry that represents the vision of the company, which is enhanced by the efforts of Hemofarm to be also the leader in the care for health in general. That is why its mission is to improve the quality of life of people through comprehensive health care, in which Hemofarm Foundation plays a special role as the leading healthcare foundation in Serbia. It is best confirmed by the new global corporate slogan:

**Our mission. Your health.**

1. Hemofarm je osnovan 01.06.1960. u Vršcu, gde i danas ima sedište; od 2006. deo je nemačke STADA Grupe, koju je 2017. preuzeo konzorcijum dva renomirana investiciona fonda Bain Capital i Cinven, u cilju daljeg rasta, razvoja i repositioniranja na globalnom tržištu. Preko 130.000m<sup>2</sup> zauzimaju Hemofarmovi proizvođači i poslovni objekti, koje čine: Centralni fabrički kompleks u Vršcu, fabrike u Dubovcu, Šapcu i Banovcima (Srbija), Banjaluci (BiH) i Podgorici (Crna Gora), predstavništva u Beogradu, Nišu, Novom Sadu i Kragujevcu, zavisna društva u Makedoniji, BiH, Crnoj Gori, Rumuniji, predstavništvo u Alžiru i laboratorija u Temišvaru (Rumunija).

Hemofarm was founded on June 1st 1960 in Vršac where it is presently headquartered; since 2006, it has been a member of German STADA Group, which was taken over by a consortium of two renowned investment funds Bain Capital and Cinven in 2017, with the aim of further growth, development, and repositioning in the global market. Hemofarm's products and business facilities which include: Central factory complex in Vršac, factories in Dubovac, Šabac and Banovci (Serbia), Banja Luka (B&H), and Podgorica (Montenegro), representative offices in Belgrade, Niš, Novi Sad, and Kragujevac, subsidiaries in Macedonia, B&H, Montenegro, Romania, representative office in Algeria, and laboratory in Timisoara (Romania) occupy more than 130,000m<sup>2</sup>.

2. Hemofarm je zahvaljujući svom razvoju ušao i u članstvo nekih od najprestižnijih poslovnih udruženja, kao što su: AHK – Nemačka privredna komora, SAM – Srpska asocijacija menadžera, FIC – Savet stranih investitora, PKS – Privredna komora Srbije, AmCham – Američka privredna komora, NALED, UN Global Compact itd.

Owing to its development, Hemofarm has also become a member of some of the most prestigious business associations, such as: AHK – German-Serbian Chamber of Commerce, SAM - Serbian Association of Managers, FIC - Foreign Investors Council, PKS - Serbian Chamber of Commerce and Industry, AmCham - American Chamber of Commerce, NALED - National Alliance for Local Economic Development, UN Global Compact, etc.

3. Hemofarm i Hemofarm fondacija su i u 2018. osvojili brojne nagrade, poput: 1) Nagrada Superbrands u kategoriji za najbolji korporativni brend u oblasti farmacije, 2) Kampanja „Ne dozvoli da pukne“ dobitnik je 8 nagrada (Silver drum nagrada u kategoriji OOH na 25. Golden drum festivalu u Portorožu; Nagrada za najbolju kampanju u kategorijama integrisanih komunikacija i medija na Kaktus festivalu; Dva zlatna priznanja u kategorijama promotivna integrisana kampanja – zdravlje i BTL aktivnosti na vanstandardnim mestima Udruženja za tržišne komunikacije UEPS; Tri srebrna priznanja u kategorijama OOH, kreativna upotreba medija i društveno-odgovorni i humanitarni projekat u neprofitnom sektoru, Udruženja za tržišne komunikacije UEPS; Kampanja uvrštena među 10 najboljih kampanja u 2018. u Adriatic regiji), 3) Kampanja „Najvažniji poziv u životu“ dobitnik je 4 nagrade (STADA Best Practice Award; Impact nagrada za najbolju neprofitnu društveno - korisnu kampanju regionalne agencije „Brodoto“; Priznanje Društva Srbije za odnose s javnošću, kao najbolje komunicirana društveno odgovorna kampanja; Dokumentarni film „Najvažniji poziv u životu“ autorke Danice Vučenić i reditelja Mateje Rackova, nagrađen je na kalifornijskom festivalu „Impact DOCS Awards“).

Hemofarm and Hemofarm Foundation won many awards in 2018, such as: 1) Superbrands Award in the category of the best corporate brand in the field of pharmacy, 2) "Don't Let it Burst" campaign won 8 awards (Silver Drum award in the category of OOH at the 25th Golden Drum Festival in Portorož; Award for the best campaign in the categories of integrated communications and media at the Kaktus Festival; Two golden awards in the categories of promotional integrated campaign - Health and BTL activities in non-standard locations of UEPS - Marketing Communications Association; Three silver awards in the categories of OOH, creative use of media and socially responsible and humanitarian project in the non-profit sector of UEPS - Marketing Communications Association; Campaign ranked among the top 10 campaigns in the Adriatic region in 2018), 3) "The Most Important Call in Life" campaign won four awards (STADA Best Practice Award; Impact Award for the best non-profit socially responsible campaign of the regional agency "Brodoto"; Award of the Serbian Public Relations Association, as the best communicated socially responsible campaign; "The Most Important Call" in Life documentary by the author Danica Vučenić and Director Matej Rackov was awarded at the Impact DOCS Awards festival in California).

4. Obuhvata lekove koji zse izdaju na recept (Rx), preparate koji se mogu kupiti bez lekarskog recepta i obuhvataju vitamine, minerale, dodatke ishrani (OTC, CHC), kao i dijetetske suplemente.

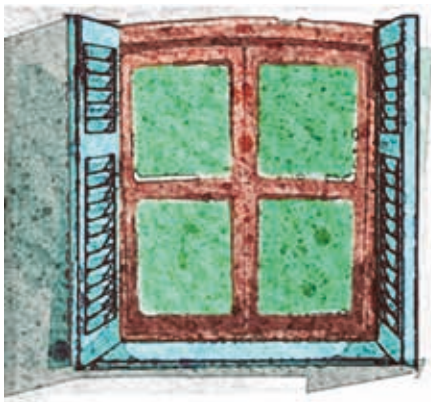
Including prescription medicines (Rx), prescription-free medicines which comprise vitamins, minerals, food supplements (OTC, CHC).

5. Izvestan pad tržišnog udela u odnosu na prošlu godinu posledica je optimizacije portfolija i fokusiranja proizvodnje na izvoz i promet na interkompanijskim tržištima STADA Grupe i Hemofarm Grupe.

A certain drop in market share compared to the previous year resulting from the portfolio optimization and production focus on exports and sales in intercompany markets of STADA Group and Hemofarm Group.

6. Tržišta Jugoistočne Evrope, EU, Bliskog Istoka, Severne Afrike i ZND

The markets of Southeast Europe, EU, Middle East, North Africa and CIS





Hemofarm a.d. je akcionarsko društvo koje posluje u okviru nemačke STADA Grupe, a najviša upravljačka tela u kompaniji su generalni direktor dr Ronald Seeliger i SMT – Senior Management Team, koji obavlja ulogu Upravnog odbora i čine ga senior direktori i menadžeri vodećih korporativnih funkcija. SMT broji ukupno 12 članova, od kojih je čak 5 iz Vršca (14,67%), što najbolje ilustruje opredeljenost kompanije da eksperte prvo traži u okviru zajednica u kojima posluje.





Hemofarm A.D. is a joint stock company operating within German STADA Group, and the Chief Executive Officer - Dr Ronald Seeliger, and SMT – Senior Management Team, acting as the Board of Directors, which is composed of Senior Directors and Managers of leading corporate functions, are the top management bodies in the company. As many as five SMT members, out of a total of 12, come from Vršac (41.67%), which best illustrates the resolution of the company to seek for experts first within the communities it operates in.





Dr Seeliger rukovodi radom SMT-a, koji je odgovoran za kreiranje poslovne strategije i njeno usaglašavanje sa strateškim delovanjem STADA centrale u Nemačkoj. Najviši menadžment kompanije svesrdno se zalaže za poštovanje principa i vrednosti održivog razvoja i njihovu primenu u svim aspektima poslovanja. Strateški pristup top menadžmenta baziran je na primeni korporativnih Principa upravljanja, o kojima je bilo reči u prethodnim Izveštajima o održivom razvoju, kao i na novih 6 principa održivog razvoja Hemofarma, koji obuhvataju:

- 1) Ljudska prava i bezbednost,
- 2) Dostojanstven rad i častan posao,
- 3) Antikorupciju i usaglašenost,
- 4) Odgovorno poslovanje, kvalitet i održivu proizvodnju,
- 5) Etički marketing i komunikacije i
- 6) Efikasnost, integritet i životnu sredinu.<sup>7</sup>

<sup>7</sup> Dostupni svim zainteresovanim stranama na korporativnoj sajtu.

Dr Seeliger manages the work of SMT, which is in charge of creating the business strategy and its alignment with the strategic operation of STADA Headquarters in Germany. The top management of the company is fully committed to respecting the principles and values of sustainable development and their application in all aspects of business. The strategic approach of the top management is based on the application of the corporate governance Principles, which were considered in the previous Sustainable Development Reports, as well as 6 new sustainable development Principles of Hemofarm, which include:

- 1) Human Rights & Security,
- 2) Dignified Work and Decent Employment,
- 3) Anti-corruption and Compliance,
- 4) Responsible Business, Quality and Sustainable Production,
- 5) Ethical Marketing and Communications, and
- 6) Efficiency, Integrity & Environment.<sup>7</sup>

<sup>7</sup> Available to all stakeholders on the corporate website.





Pored precizno definisane, efikasne i funkcionalne strukture upravljanja u Hemofarmu, kompanija predstavlja dobar model matriks organizacije. Osim funkcionalnog rukovođenja, stručni timovi Hemofarma matrično saraduju sa svojim kolegama na nivou čitave STADA Grupe, čime se ostvaruje značajna konkurentska prednost i viši nivo adaptivnosti na dinamične tržišne uslove, dok znanje postaje najznačajniji globalni resurs u grupi.

Važnost Hemofarma za čitavu STADA Grupu najbolje potvrđuje i činjenica što je na čelu istočnoevropskog Klastera STADA Grupe, koji čine još 13 tržišta.

In addition to the precisely defined, efficient and functional management structure in Hemofarm, the company represents a good model of matrix organization. Apart from functional management, Hemofarm's expert teams work with their colleagues across STADA Group while abiding by the matrix structure, thus achieving significant competitive edge and a higher level of adaptability to dynamic market conditions, while knowledge becomes the most significant global resource within the group.

The importance of Hemofarm for the entire STADA Group is best confirmed by the fact that it heads the Eastern European Cluster of STADA Group, which comprises 13 markets.





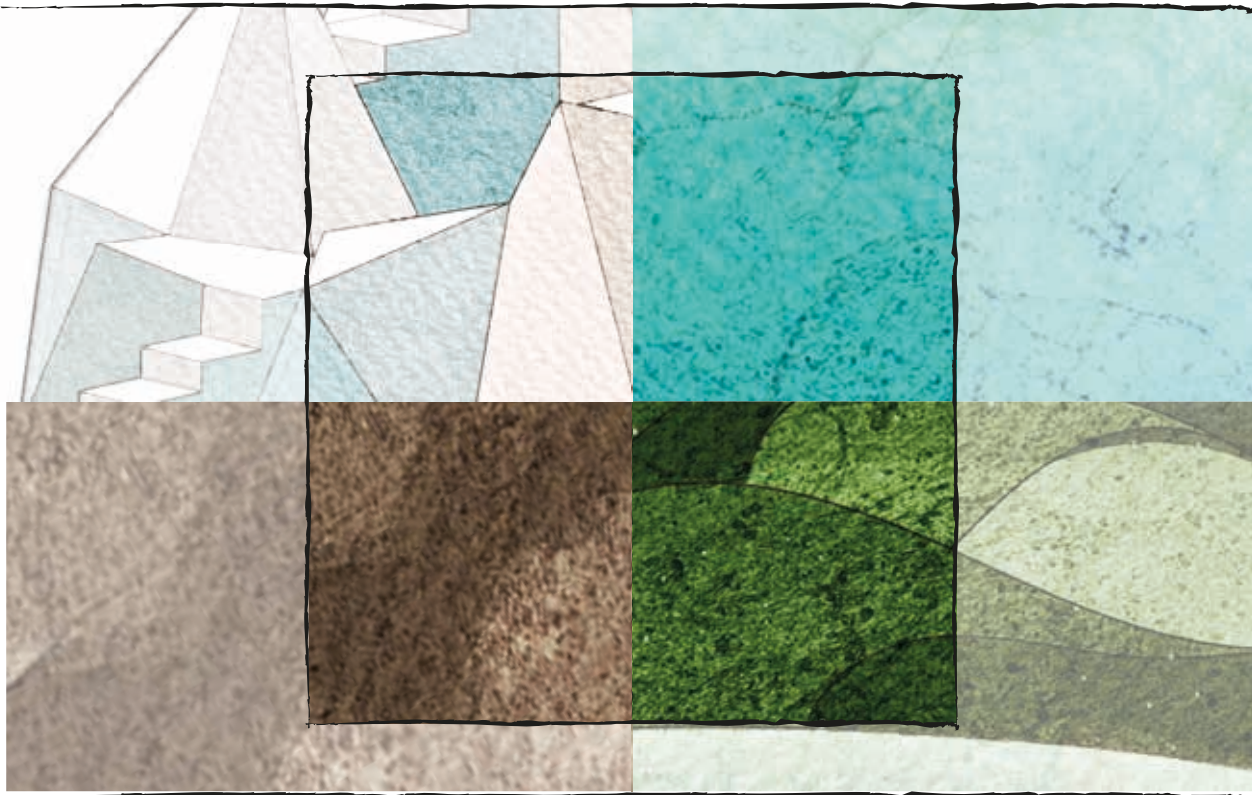
# NAŠE VREDNOSTI I NAŠI CILJEVI ODRŽIVOG RAZVOJA

## OUR VALUES AND OUR SUSTAINABLE DEVELOPMENT GOALS

102-16

Hemofarmov Izveštaj o održivom razvoju za 2018. prikazuje napredak kompanije iz ugla novih korporativnih ključnih vrednosti STADA Grupe, sa težnjom da se održivi principi na najbolji način povežu sa pristupom poslovanju i korporativnom kulturom. Svaka vrednost ilustruje konkretne Ciljeve održivog razvoja (UN Sustainable Development Goals - SDGs) koji su u fokusu Hemofarma, a sa kojima je suštinski povezana na osnovu uticaja i značaja za tri osnovna stuba održivosti – ljude, dostignuća i planetu. Upravo zato, novi Izveštaj predstavlja i jedan od najboljih načina da se promovišu nove vrednosti Hemofarma i STADA-e, što će nesumljivo doprineti i globalnom razvoju oba brenda.

Hemofarm's Sustainable Development Report for 2018 shows the company progress from the perspective of the new key corporate values of STADA Group, with the aim of linking sustainable principles with the approach to business and corporate culture in the best possible way. Each value illustrates the specific UN Sustainable Development Goals (SDGs) which are in the focus of Hemofarm, with which it is fundamentally associated based on the impact and significance in terms of the three basic pillars of sustainability - people, achievements, and the planet. That's exactly why the new Report is also one of the best tools for promoting the new values of Hemofarm and STADA, which will undoubtedly also contribute to the global development of both brands.





## AGILITY



## ENTREPRENEURSHIP



## INTEGRITY



## ONE STADA



Za Hemofarm značajni su i ciljevi broj 5 – Rodna ravnopravnost i broj 11 – Održivi gradovi i zajednice. Bez rodne ravnopravnosti nije moguć razvoj društva, a samim tim ni Hemofarma, niti dalji napredak. Isto važi i za održive gradove i zajednice. Bez održivih zajednica nisu mogući održivi gradovi, a bez njih budućnost gotovo da i ne postoji. Budući da su vrednosti ovih ciljeva utkane u sve što kompanija radi, oni neće biti posebno izdvojeni, već će u ovom Izveštaju biti obrađeni u kontekstu primarnih, gorenavedenih ciljeva, koji korespondiraju sa ključnim vrednostima.

**BUDUĆNOST JE U NAŠIM RUKAMA...**

Goals number 5 - Gender equality, and number 11 - Sustainable cities and communities, are important for Hemofarm. Development of society and consequently of Hemofarm, or further progress, could not be possible without gender equality. The same goes for sustainable cities and communities. Sustainable cities would not be possible without sustainable communities, and without them, the future would almost not be possible at all. As the values of these goals are embedded in everything the company does, they will not be particularly singled out, but will be reviewed in this Report in the context of the primary, above-mentioned goals, which correspond to the key values.

**THE FUTURE IS IN OUR HANDS ...**

# AGILITY





# Šta je za nas agilnost

## What agility means to us

102-9		
103-1	103-2	103-3
204-1		
301-1		
308-1		
414-1		

Svako od nas je fleksibilan i odlučan nosilac promena na našem zajedničkom putu i u svom ličnom razvoju.

Fleksibilnost i odlučnost zaposlenih u Hemofarmu neki su od glavnih nosilaca snažnog industrijskog razvoja, brojnih inovacija i jačanja infrastrukture. Ove osobine čine kompaniju bržom i adaptibilnijom kako na interne, tako i na eksterne izazove. U tom kontekstu, odgovorna potrošnja i proizvodnja čine suštinu daljeg razvoja kompanije.

Materijalne teme, koje su u fokusu, prema strateškom pristupu poslovanju i vezane za ovu vrednost su:

- Pouzdane SIROVINE od potvrđenih dobavljača
- Usaglašenost i kontinuirano unapređenje TEHNOLOŠKIH KOMPETENCI
- Brzo reagovanje na TRŽIŠNE PROMENE i IZAZOVE

Each and every one of us leads change with flexibility and decisiveness as a part of our ongoing journey of personal development.

Flexibility and decisiveness of Hemofarm employees are among the main drivers of strong industrial development, numerous innovations, and strengthening of infrastructure. These features make the company faster and more adaptive to both internal and external challenges. In this context, responsible consumption and production constitute the essence of further company development.

The materiality topics in focus, according to strategic approach to business, with regard to this value include:

- Reliable RAW MATERIALS from certified suppliers
- Compliance and continuous improvement of TECHNOLOGICAL COMPETENCIES
- Agile response to MARKET CHANGES & CHALLENGES



# Agilna nabavka kao stub agilnog poslovanja

## Agile purchasing as a pillar of agile operations

Agilnost, kao nova korporativna ključna vrednost i jedan od novih fokusa Hemofarma, karakteriše sve segmente poslovanja u kompaniji, a kada je u pitanju proizvodnja farmaceutskih proizvoda – počinje od Sektora nabavke. Pored agilnosti, jedan od ključnih preduslova poslovnog uspeha Hemofarma je i kvalitet – koji počinje nabavkom kvalitetnih farmaceutskih sirovina.


Nabavka farmaceutskih sirovina je vrlo kompleksna i zahtevna, posebno zato što je dostupnost specifičnih sirovina limitirana (mali broj pouzdanih dobavljača, koji su geografski uglavnom koncentrisani u određene zone u svetu, a neretko na Daleki istok) ili proceduralno vrlo složena (poput nabavke psihoaktivnih kontrolisanih supstanci, koje podležu zasebnim procedurama nabavke). Hemofarm u postupcima nabavke prioritet daje kvalitetu. Svi potencijalni dobavljači i davaoci usluga, bez obzira na teritorijalnu pripadnost, dobiju jednake šanse i tretiraju se ravnopravno<sup>8</sup>. Pored toga, Hemofarm sa posebnom pažnjom tretira domaće dobavljače sa područja Srbije, bivajući svestan da je takav pristup svojevrsna podrška razvoju lokalne ekonomije. Udeo domaćih dobavljača je ostao na nivou od oko 88%, s tim da ako se uzme u obzir da je ukupna vrednost nabavke porasla u 2018, onda se i ovaj procenat može smatrati povećanim. Rast zastupljenosti domaćih dobavljača zabeležen je u segmentu usluga i iznosi zavidnih 94%.

<sup>8</sup> Opšti uslovi poslovanja i nabavke nalaze se dostupni na zvaničnoj internet prezentaciji kompanije, a na svakoj porudbenici je i link ka ovim uslovima, čime Hemofarm nastoji da bude fer i transparentan poslovni partner: <http://www.hemofarm.com/Binary/40471/Opsti-uslovi-poslovanja-Nabavka-robe-i-usluga.pdf>

Agility, as a new corporate key value and one of new focuses of Hemofarm, is a characteristic of all segments of the company operations, and when production of pharmaceutical products is in question – it starts from the Purchasing Division. Apart from agility, one of the key prerequisites of Hemofarm's business success is also quality – which starts by purchasing high-quality pharmaceutical ingredients.

Purchase of pharmaceutical ingredients is very complex and demanding, especially because the availability of specific ingredients is limited (there is a small number of reliable suppliers which are geographically mainly located in certain world areas, and often in the Far East) or very complex in terms of its procedure (like purchase of psychoactive controlled substances, which are subject to special purchasing procedures). Hemofarm's priority in the purchasing process is quality. All potential suppliers and service providers, regardless of their territorial location, get equal chances and are treated equally<sup>8</sup>. Besides, Hemofarm treats domestic suppliers coming from Serbia with special care, being aware that such an approach is a specific support to the development of local economy. The share of domestic suppliers remained at the level of about 88%, and if taken into consideration that the total value of purchasing increased in 2018, then this percentage too can be considered increased. The growth of share of domestic suppliers was also recorded in the segment of services and it accounts for enviable 94%.

<sup>8</sup> General business and purchasing terms are available on the official internet presentation of the company and each purchase order contains a link to these terms, as a way in which Hemofarm strives to be fair and transparent business partner: <http://www.hemofarm.com/Binary/40471/Opsti-uslovi-poslovanja-Nabavka-robe-i-usluga.pdf>



Grupa materijala Material group	Domaće tržište / % Domestic market / %	Ino tržište / % Foreign market / %	Ukupno učešće / % Total share / %
Sirovine Raw materials	4	96	49
Ambalaža Packaging materials	38	62	19
In bulk i GP In bulk and FP	2	98	6
Investicije Investments	88	12	14
Usluge Services	94	6	12

Kada se posmatra nabavka sirovina koja uključuje aktivne i pomoćne sirovine ukupna količina iznosi oko 5,5 hiljada tona, dok je staklena ambalaža približno oko hiljadu tona, papirna ambalaža oko 2,8 hiljada tona, drvena ambalaža oko 2 hiljade tona, metalna ambalaža oko 500 tona, te plastična ambalaža oko 3,1 hiljadu tona. Od ukupne količine osnovnih kutija za pakovanje Hemofarmovih proizvoda učešće recikliranih osnovnih kutija je na nivou od zavidnih 80%. To praktično znači da je oko 200 miliona pakovanja gotovih proizvoda tokom 2018. bilo spakovano u recikliranu ambalažu.

When purchasing of raw materials is concerned which includes active ingredients and excipients, the total quantity amounts to about 5.5 thousand tonnes, while the glass packaging material amounts to approximately one thousand tonnes, paper packaging material amounts to about 2.8 thousand tonnes, wooden packaging material about 2 thousand tonnes, metal packaging material about 500 tonnes, and plastic packaging material about 3.1 thousand tonnes. The share of recycled primary cartons out of total primary cartons used for packaging of Hemofarm's products is at the level of enviable 80%. This practically means that about 200 million of finished products were packed in the recycled packaging material over the course of 2018.

Kategorija Category	2016 / %	2017 / %	2018 / %
Sirovine Raw materials	47	38	38
Staklena ambalaža Glass packaging material	9	7	7
Papirna ambalaža Paper packaging material	21	21	18
Drvena ambalaža Wooden packaging material	11	15	14
Metalna ambalaža Metal packaging material	2	4	3
Plastična ambalaža Plastic packaging material	10	15	20





Pored agilnosti i kvaliteta, treći princip kojim se rukovodi Hemofarm u nabavci jeste transparentnost. Svim dobavljačima je jasno predložen zahtevani kvalitet, koji propisuje Hemofarm, a u skladu sa farmaceutskim standardima, zatim da se od svih potencijalnih dobavljača očekuje da nude proizvode po prihvatljivoj ceni, ispunjavaju planirane rokove, pružaju adekvatnu podršku, servis i korisne informacije. A to je tek početak i preduslov saradnje. Zaokruženi monitoring celokupnog distributivnog lanca omogućava Hemofarmu aktivno učešće u smanjivanju uticaja na okolinu. Odgovorno upravljanje procesom nabavke podrazumeva evaluaciju i praćenje solventnosti, poslovnosti i poštovanja prava zaposlenih od procesa testiranja potencijalnih dobavljača<sup>9</sup>, pa do započinjanja i kontinuiranog održavanja saradnje sa njima. Performanse dobavljača kontinuirano se prate, uključujući poštovanje ugovorenih rokova isporuka, kvaliteta, cena, načina i rokova plaćanja. Takođe, dobavljači su u obavezi da preuzimaju odgovornost za potencijalne ili realne probleme u procesu nabavke, te da blagovremeno informišu Hemofarm o problemima u vezi sa porudžbinom ili isporukom.

Kontinuirana optimizacija kao princip poslovanja kompanije odražava se i na aktivnosti Sektora nabavke. Jedna od takvih inicijativa jeste i centralizacija nabavke kao procesa na nivou STADA Grupe, čime se lokalni modeli zamenjuju globalnim. Digitalizacija (baze podataka, ugovori, automatsko poručivanje, itd.) i uvođenje principa projektnog menadžmenta samo su dodatne mere unapređenja funkcije nabavke radi povećanja poslovnih i konkurentskih performansi, uz smanjivanje uticaja na okolinu. S obzirom na to da Hemofarm izvozi veći deo svog proizvedenog portfolija, dodatna olakšanja za brz i efikasan transport predstavljaju pojednostavljene carinske procedure. Hemofarm ima status ovlašćenog privrednog subjekta tipa F, dodeljen od strane Uprave carine, što omogućava brže i jednostavnije procedure carinjenja i ubrzava plasman proizvoda, povećava konkurentnost i poslovanje čini efikasnijim, a

Apart from agility and quality, the third principle that guides Hemofarm in purchasing activities is transparency. All the suppliers have been clearly informed about the requested quality prescribed by Hemofarm, in line with the pharmaceutical standards, then all potential suppliers are expected to offer products at the acceptable price, meet the planned deadlines, render adequate support, service and useful information. And that is only the beginning and prerequisite of cooperation. Complete monitoring of the overall distribution chain enables Hemofarm to participate actively in reduction of environmental impact. Responsible purchasing process management involves evaluation and monitoring of solvency, credibility and observance of the employee rights, from the process of testing the potential suppliers<sup>9</sup>, to starting and continuous maintenance of cooperation with them. Suppliers' performances are continuously monitored, including observance of agreed delivery dates, quality, prices, method, and payment terms. Also, suppliers are obliged to take over the responsibility for potential or real problems in the purchasing process, and to timely inform Hemofarm about the problems related to the order or delivery.

Continuous optimization as the principle of company operations is reflected also on the activities of Purchasing Division. One of such initiatives is centralization of purchasing as the process at the level of STADA Group, whereby local models are replaced by global ones. Digitalization (data bases, contracts, automatic ordering, etc.) and introduction of project management principle are only additional actions to improve the purchasing function in order to increase business and competitive performances, with reduction of the impact on the environment. Since Hemofarm exports the major part of its product portfolio, fast and efficient transport is additionally eased by simplified customs procedures. Hemofarm has a status of the authorized economic operator type F, granted by the Customs Administration, which enables faster and simpler procedures of customs clearance and accelerates the sale of products, increases competitiveness and makes the business more efficient, thus making the

<sup>9</sup> Svi novi dobavljači, koji u aktuelnoj kalendarskoj godini dobiju priliku da započnu potencijalnu saradnju sa Hemofarmom, kroz sistem evaluacije obavezni su da popune i BSCI (Business Social Compliance Initiative) upitnik, čime se procenjuje njihova društveno-socijalna usaglašenost poslovanja. Ukoliko neki dobavljač nije usaglasio svoje poslovanje i poslovnu kulturu sa održivim vrednostima, Hemofarm zadržava pravo da prekine saradnju sa datim dobavljačem.

<sup>9</sup> All new suppliers, who get the chance in the current calendar year to start the potential cooperation with Hemofarm, are obliged to fill out BSCI (Business Social Compliance Initiative) questionnaire, as a part of evaluation, which is used to evaluate social compliance of their business operations. If a supplier has failed to align its business operations and business culture with sustainable values, Hemofarm reserves the right to terminate the cooperation with the given supplier.

kompaniju dugoročnim i stabilnim partnerom u spoljnotrgovinskoj aktivnosti Srbije<sup>10</sup>.

Održivo pakovanje ostaje u fokusu Hemofarma i Sektora nabavke, dok kreiranje održivih proizvoda i održivi dizajn sve više dobijaju na značaju. Zamena nerecikliranog kartona za osnovne kutije recikliranim kartonom dala je veliki doprinos održivom razvoju, kao i smanjenje gramature plastičnih zatvarača i optimizacija PVC folija za blisterisanje. Pored toga, Hemofarm razmatra na koje načine može da upotrebi preostale folije koje ostaju nakon zaokružene proizvodnje, te da ih iskoristi za izradu promotivnih i marketinških materijala. Od ukupne količine osnovnih kutija za pakovanje Hemofarmovih proizvoda učešće recikliranih osnovnih kutija je na nivou od oko 80%, što se može tretirati kao porast udela jer su porasli i proizvodnja, ali i sama nabavka ambalaže (1.024,7 tona u 2018. u odnosu na 931,5 tona u 2017. godini). Hemofarm nastoji da svojim primerima inspiriše društvo, pa je tako kompanija umesto novogodišnjih poklona, svim poslovnim partnerima podarila specijalne novogodišnje ukrase za jelku, koji su nastali ukrašavanjem neiskorišćenih staklenih bočica za injekcione rastvore. Njih su ukrasili deca i mladi sa smetnjama u razvoju, polaznici kreativno-edukativnih programa organizacije KEC MNRO. Ova saradnja je, pored praktičnog primera kako je gotovo sve moguće reciklirati, ako postoji dovoljno mašte, imala mnogo značajniju poruku – da je društvo zajednica istih među jednakima i da treba podržavati i uvažavati prava svakog pojedinca, jer to je jedini način da gradovi i zajednice zaista budu održivi.

Kada su u pitanju CRC zatvarači, nastavljeno je smanjenje upotrebe plastike kao polazne sirovine za oko 26,5%, bez narušavanja kvaliteta i bezbednosti proizvoda, a Hemofarm je počeo da radi studije izvodljivosti i opravdanosti uvođenja istih ovakvih zatvarača i u ostale proizvodne pogone STADA Grupe u Velikoj Britaniji i drugim zemljama. Projekat optimizacije CRC zatvarača implementiran je u Hemofarmovim proizvodnim pogonima u Šapcu, Podgorici i Dubovcu, a pored uštede sirovina, mnogo je važnije smanjenje negativnog uticaja na životnu sredinu kroz smanjenje korišćenja plastike u proizvodnji i životnom ciklusu proizvoda.

<sup>10</sup> Praktično je kompanija dobila „bescarinsku poziciju“ i iz perspektive carine Srbije ali i Međunarodne carinske organizacije. Pored efikasnijeg poslovanja, smanjenja troškova, bržeg protoka kapitala, uspostavljanje se i kvalitetna interna kontrola, uz usaglašavanje domaće zakonske regulative i prakse sa zakonodavstvom Evropske unije.

company a long-term and stable partner in the foreign trade of Serbia<sup>10</sup>.

Sustainable packaging remains the focus of Hemofarm and Purchasing Division, while creation of sustainable products and sustainable design are getting more important. The replacement of non-recycled cardboard for primary packs with the recycled cardboard contributed to the sustainable development a lot, as well as the reduction of grammage of plastic caps and optimization of PVC foils for blistering. Besides, Hemofarm is considering the ways how to use the foils remaining after completed production for production of promotional and marketing material. Out of total quantity of primary packs for packaging of Hemofarm's products, the share of recycled cartons is at the level of about 80%, which can be treated as the increase of share because production but also the purchase of the packaging material has increased itself (1,024.7 tonnes in 2018 compared to 931.5 tonnes in 2017). Hemofarm endeavours to inspire the society by its own examples, thus instead of the New Year's gifts, the company has given to all business partners special Christmas Tree Decorations made by decorating the unused glass vials for injection solutions. They were decorated by mentally or physically challenged children and young people, attendees of the creative-educational programmes of the organization KEC MNRO. Apart from the practical example how it is possible to recycle almost everything when there is enough imagination, this cooperation had a much more significant message – that the society is a community of the same among equals and that the rights of each individual should be supported and respected, because that is the only way to make cities and communities truly sustainable.

When CRC closures are concerned, reduction of use of plastics as the starting raw material by about 26.5% continued, without compromising the quality and safety of products, and Hemofarm started to conduct the feasibility studies related to introduction of the same stoppers also to other production plants of STADA Group in Great Britain and other countries. The project of optimizing CRC closures has been implemented in Hemofarm's production plants in Šabac, Podgorica and Dubovac, and apart from savings of raw materials, it is much more important that negative impact on the environment was reduced through reduction of consumption of plastics in the production and life cycle of a product.

<sup>10</sup> This applies also to Hemofarm. Practically the company got 'duty free position' from the perspective of the Customs of Serbia but also of the International Customs Organization. Beside more efficient business operations, reduction of costs, faster flow of capital, high-quality internal control is also established with harmonization of domestic legal regulations and practices with the European Union legislation.

# Efikasna proizvodnja i snažne tehnološke kompetence - uslov brzog reagovanja na dinamično tržište

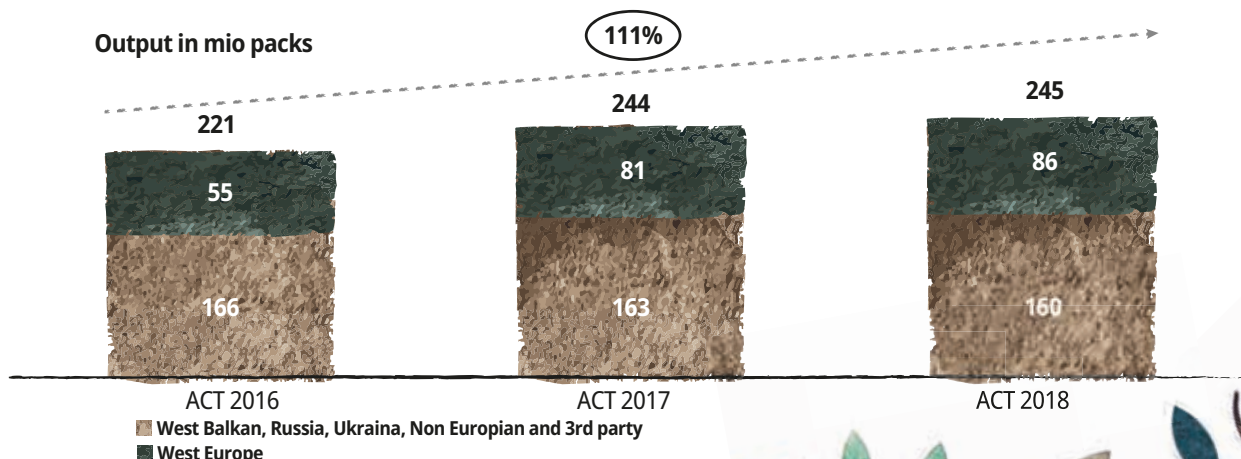
## Efficient production and strong technological competencies – basics for fast responding to dynamic market

U toku 2018. godine ostvaren je novi rekordan obim proizvodnje od 245,3 miliona pakovanja, čime je realizacija za 1% veća u odnosu na takođe rekordnu 2017. godinu. Dodatno ohrabruje i činjenica da su realizovani troškovi proizvodnje za 10,31% manji od planiranog budžeta, uz rast prihoda od 7% u odnosu na marginu 2017. godine. To najbolje svedoči o efikasnosti i racionalnosti dobro ustrojenih proizvodnih procesa, a što se ne odražava na kvalitet gotovih proizvoda. Realizovan je rekordan obim u proizvodnim jedinicama od 5.592 milijarde (TPU) što je 5% više u odnosu na prethodnu godinu, a celokupan proizvodni portfolio imao je 5% manju kompleksnost u odnosu na isti period 2017. godine. Zabeležena je i rekordna proizvodnja farmaceutskih čvrstih formi, koja je porasla za 7%.

A new record-breaking production volume of 245.3 million packs was achieved in 2018, with a 1% increase in the output recorded compared to 2017, which was also a record-breaking year. The fact that the incurred production costs were lower by 10.31% than the planned budget, with a 7% increase in revenues compared to the 2017 margin is additionally encouraging. This is the best evidence of the efficiency and cost-effectiveness of well-tailored production processes, not affecting the quality of finished products. A record-breaking volume of 5,592 billion production units (TPU) was achieved, which is a 5% increase compared to the previous year, while the entire production portfolio was by 5% less complex year-on-year. Record-breaking production of pharmaceutical solid dosage forms was also recorded, with a 7% increase.

### REALIZACIJA U PAKOVANJIMA (U MILIONIMA PAKOVANJA):

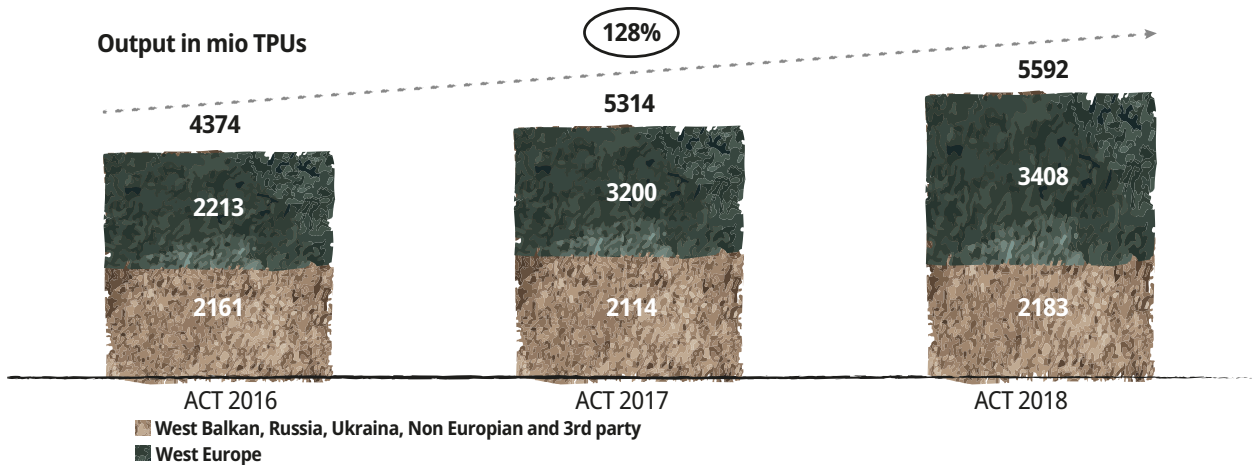
OUTPUT IN PACKS (IN MILLIONS OF PACKS):





REALIZACIJA U JEDINICAMA-TPU (U MILIONIMA JEDINICA):

OUTPUT IN UNITS – TPUs (IN MILLIONS OF UNITS):



U cilju pronalaženja novih inicijativa vezanih za optimizaciju procesa, tokom 2018. održane su i strateške radionice sa najznačajnijim konsultantima (McKinsey, Teffen, AP&P - Albrecht, Prock and Partners). Fokus je bio na unapređenju fabrika i samih proizvodnih procesa u Vršcu i Šapcu, uz kreiranje osnovnih KPI-jeva kako bi se pratile performanse proizvodnih sajtova i pojedinih sektora/pogona na mesečnom nivou.

Globalni OpEx program čiji je fokus bio na održivim uštedama, implementiran na nivou čitave STADA Grupe, rezultirao je sa ukupno 140 inicijativa u Srbiji sa godišnjim potencijalom od 7,2 miliona evra. Očekivane uštede u Hemofarmu u 2018, koje su iznosile 4,6 miliona evra, značajno su premašene, te su realne uštede iznosile čitavih 6,2 miliona evra, što je 35% više od očekivanog. Optimizacije su se ogledale i u smanjivanju suvišnih troškova za čitavih 1,6 miliona evra, dok je u okviru Programa kontinuiranog unapređenja proizvodnje, kroz ukupno 41 realizovan projekat, ostvaren i benefit od 4,1 miliona evra.

U toku 2018. godine proizvodni pogoni Hemofarma bili su predmet 22 eksterne inspekcije (Ministarstvo zdravlja Republike Srbije, Agencije za lekove BiH, državne uprave Ukrajine, RP Darmstadt-a, WHO-a i Ministarstva industrije i trgovine Ruske Federacije, Inspekcije ugovornih partnera i ISO 9001 standarda). Kao i svake godine, uspešno su realizovane sve GMP inspekcije. Posebno se izdvaja uspešno

Strategic workshops involving the most renowned consulting companies (McKinsey, Teffen, AP&P - Albrecht, Prock and Partners) were held in 2018, in the effort to identify new initiatives related to the optimization of processes. The focus was on improving the factories and production processes in Vršac and Šabac, along with the creation of basic KPIs to monitor the performances of production sites and individual divisions/plants at a monthly level.

The global OpEx programme with the focus on sustainable savings, implemented at the level of entire STADA Group, resulted in a total of 140 initiatives in Serbia with an annual savings potential of EUR 7.2 million. Expected savings in Hemofarm in 2018, which amounted to EUR 4.6 million, were significantly exceeded, and actual savings amounted to a total of EUR 6.2 million, which is by 35% more than expected. Optimizations were also reflected in the reduction of redundant costs by as much as EUR 1.6 million, while the benefit amounting to EUR 4.1 million was achieved within Continuous Production Improvement Programme, through 41 implemented projects in total.

Hemofarm production facilities were subject to 22 external audits (Ministry of Health of the Republic of Serbia, Medicines Agency of B&H, State Administration of Ukraine, RP Darmstadt, WHO, Ministry of Industry and Trade of the Russian Federation, audits by contractual partners, and ISO 9001 standard compliance audit) during 2018. As every year, all GMP inspections were successfully completed. The successfully completed audit of

završeno inspektovanje Centra za pakovanje od strane nekih od najzahtevnijih inspekcija - ruske i ukrajinske, čime su ostvareni važni preduslovi za dalji razvoj Hemofarma. Takođe, ostvareni trošak konverzije u Centru za pakovanje na 1.000 upakovanih tableta za 21.5% je ispod budžetiranog, što najbolje svedoči o optimalno i efikasno uspostavljenom sistemu.

Uspešno je započeta i realizacija EU FMD<sup>11</sup> projekta, što je posebno značajno jer stalno raste broj proizvoda koji podležu ovoj serijalizaciji (čak 186 u decembru 2018.). Pored novog rekorda proizvodnje, imponozantan je i broj proizvedenih validacionih, optimizacionih i probnih šarži, koji iznosi čak 112 šarži u nesterilnim formama. Realizovano je ukupno 20 novih INN-ova u 44 različita bulk proizvoda, a značajan je i broj site-to-site transfera. Najbitniji proizvodi koji su lansirani u 2018. su Ezetimib, Olmesartan/Amlodipin i Ibuprofen Phenylephrine Ibumax. Takođe, shodno odluci da se proizvodnja iz pogona u Banovcima u perspektivi prebaci u Šabac, završena je rekonstrukcija jednog dela pogona u Šapcu i pokrenut transfer proizvoda iz Banovaca u Šabac. Najveći deo procesa preseljenja proizvodnih linija iz Banovaca u Šabac, kao i linija pakovanja iz Banjaluke u Vršac, realizovala je Hemofarmova interna Služba održavanja, čime su omogućene značajne uštede ali i znatno skraćeni rokovi za transfer. Istovremeno, mašinska i bravarska radionica samostalno su izradile 60 setova alata za pakovanje na već postojećim linijama renomiranih proizvođača, čime je ostvarena ušteda od 770.000 evra.

Efikasna proizvodnja ostvaruje svoj pun potencijal po pitanju održivog razvoja tek kada je prati isto tako efikasno skladištenje i transport! U skladištu gotovih proizvoda i skladištu prijema sirovina instalirana je aplikacija za planiranje i evidenciju pristiglih/otpremljenih kamiona/paleta (interno nazvan „red letenja“). Cilj je bio da se omoguće transparentni i vidljivi podaci o aktivnostima vezanim za utovar i istovar kamiona, uz mogućnost provere statusa svakog kamiona u realnom vremenu (planiran, stigao, istovar, utovar, otpremljen...). Drugi cilj je bio lakša organizacija i praćenje aktivnosti utovara/istovara,

the Packaging Centre conducted by some of the most demanding auditing authorities - Russian and Ukrainian - was singled out in particular, which resulted in providing important preconditions for further development of Hemofarm. Also, the conversion cost achieved in the Packaging Centre on 1,000 packed tablets is below the budgeted one by 21.5%, which best proves the optimal and efficiently established system.

The EU FMD<sup>11</sup> project has also been successfully launched, which is particularly significant as the number of products subject to such serialization is constantly increasing (as many as 186 in December 2018). In addition to the new record-breaking output, the number of manufactured validation, optimization, and trial batches is impressive, amounting to as many as 112 batches of non-sterile dosage forms. A total of 20 new INNs in 44 different bulk products have been manufactured, and the number of site-to-site transfers is also significant. The most important products launched in 2018 include Ezetimibe, Olmesartan/Amlodipine, and Ibuprofen Phenylephrine Ibumax. Additionally, in accordance with the decision to prospectively transfer production from Banovci plant to Šabac, the reconstruction of a part of the plant in Šabac was completed, and the transfer of products from Banovci to Šabac was initiated. The largest part of the process of moving the production lines from Banovci to Šabac, as well as packaging lines from Banja Luka to Vršac was carried out by Hemofarm in-house Maintenance Service, which resulted in significant savings, and considerably shorter transfer periods. At the same time, the mechanical and locksmith workshop independently manufactured 60 sets of packaging tools for already existing lines of renowned manufacturers, which resulted in savings amounting to EUR 770,000.

Efficient production achieves its full potential in terms of sustainable development only when it is accompanied by equally efficient storage and transportation! An application for planning and recording the incoming/dispatched trucks/pallets (internally referred to as 'flight schedule') has been installed in the finished product warehouse and raw material receipt warehouse. The goal was to provide transparent and visible data on activities related to loading and unloading of trucks, with

<sup>11</sup> Centar za pakovanje je spreman za rad u potpunosti u skladu sa FMD standardom od 09.02.2019.

<sup>11</sup> Packaging Centre is ready for operation in full compliance with FMD standard since 09/02/2019.

i precizno praćenje broja utovarno-istovarnih paleta. Korist od ovakve platforme je razmena informacija između službi na moderan i efikasan način, eliminisanje potrebe za dodatnom komunikacijom između odeljenja, kako bi se dobile osnovne informacije o stanju utovara/istovara kamiona. Takođe, na portalu se vodi statistika o broju utovarenih/istovarenih paleta po kamionu/danu, postoje jasne informacije za sve zaposlene i lakša je organizacija zaposlenih. Implementacija je sprovedena i u skladištu ambalažnog materijala u Vršcu, u Dubovcu i na sajtu u Šapcu.

Hemofarm je tokom 2018. isporučio na tržište iz skladišta u Vršcu 10% više paleta gotovih proizvoda u odnosu na 2017. godinu. Proizvodi su distribuirani na tržišta Evrope, CIS regiona i MENA regiona. Za distribuciju gotovih proizvoda angažovano je 10 prevoznika, a u 2018. realizovan je i tender za izbor novih transportnih kompanija, na nivou STADA Grupe po najsavremenijim metodama izbora dobavljača. Ovim tenderom sprovedeno je uvođenje novih prevoznika koji su fokusirani na održivi razvoj u svojim kompanijama, napredno planiranje ruta uz minimum „praznih“ kilometara, a sam transport realizuju najmodernijim vozilima uz manju emisiju CO<sub>2</sub>, upotrebom TNG goriva kao i pilot projektima električnih kamiona sa kompanijom „Tesla“. To, uz činjenicu da je gotovo kompletan unutrašnji transport u Hemofarmu zasnovan na automatizovanim regalnim dizalicama kao i viljuškarima na elektropogon, najbolje svedoči da su, pored aspekata sigurnosti, pozitivan uticaj na okruženje i smanjenje emisije štetnih gasova među najbitnijim opredeljujućim faktorima.

the possibility of checking the status of each truck in real time (planned, arrived, unloaded, loaded, dispatched...). The second goal was to achieve easier organization and monitoring of the loading/unloading activities, and precise tracking of the number of loaded-unloaded pallets. The benefit of such a platform is the exchange of information between services in a state-of-the-art and efficient way, eliminating the need for additional communication between departments in order to obtain basic information about the loading/unloading status of trucks. Additionally, statistical records of the number of loaded/unloaded pallets per truck/day are kept on the portal. There is clear information for all employees and organization of employees is easier. It was also implemented in the packaging materials warehouse in Vršac, Dubovac, and Šabac site.

During 2018, Hemofarm delivered 10% more finished product pallets to the market from the warehouse in Vršac, compared to 2017. Products were distributed to the markets of Europe, CIS region, and MENA region. There were 10 carriers hired for distribution of finished products, and a tender for the selection of new transportation companies was also implemented in 2018 at STADA Group level, according to the most advanced supplier selection methods. This tender introduced new carriers focused on sustainable development in their companies, advanced route planning with minimum "idle" kilometres, and the transport itself carried out by the top-notch vehicles with lower CO<sub>2</sub> emissions, using LPG fuels, as well as electric trucks pilot projects with Tesla company. All that, along with the fact that almost all in-house transportation in Hemofarm is based on automated rack lifting system as well as electric forklift trucks, best illustrates that, in addition to the safety aspects, the positive environmental impact and reduced emissions of harmful gases are among the most important deciding factors.





## Operativna izvrsnost, kontinuirana unapređenja i upravljanje projektima:

Dodatnu podršku kako optimizaciji proizvodnje, tako i unapređenju performansi čitave kompanije daju inicijative i projekti realizovani u okviru Programa operativne izvrsnosti i Kancelarije za projektni menadžment. Samo neki od njih, koji su pokrenuti ili realizovani u toku 2018. godine, jesu:

- Početak digitalizacije u Centru za pakovanje koji je obuhvatio razvoj i implementaciju sistema za praćenje performansi mašina za pakovanje u realnom vremenu, što omogućava pouzdane podatke o statusu mašina u svakom trenutku, proaktivno rešavanje problema i eliminisanje ručnog prikupljanja različitih podataka. Nakon uspešno realizovanog pilot projekta na jednoj mašini i planiranog početka primene na svim ostalim linijama, sledi faza programiranja internet aplikacije sa centralizovanim praćenjem svih linija za pakovanje i to na mobilnim uređajima. Ovaj koncept je razvijen unutar kompanije, čime su ostvarene uštede od oko 600.000 evra, a puna implementacija čeka se do sredine 2019;
- Redukcija kozmetičkih defekata na ampulama u toku procesa proizvodnje, kroz unapređenje procesa punjenja i zatvaranja ampula; količina defekata je smanjena za 2.500 ampula po šarži, čime je podignuta efikasnost i rentabilnost proizvodnje, uz smanjenu količinu farmaceutskog otpada;
- Uvećanje šarži optimizacijom procesa proizvodnje za proizvod SNUP, čime je ostvarena ušteda u konverzionim troškovima od oko 715.000 evra u 2018;
- Upotreba recikliranih tonera u celoj kompaniji, čime je ostvarena ušteda od 56.000 evra, uz veoma veliki doprinos pozitivnom uticaju na okruženje, s obzirom na to da je pažljivo odabran dobavljač koji nudi ekološke tonere, a sam proces recikliranja je sam po sebi važan dodatni doprinos;
- Nastavak digitalizacije svih procesa, bliža i agilnija komunikacija unutar matriks organizacije i objedinjena nabavka potrošnih materijala za celu STADA Grupu, kroz blizak timski rad, što je rezultiralo dodatnim godišnjim uštedama od oko 550.000 evra.

## Operational Excellence, Continuous Improvements and Project Management:

Management Office provide additional support to both production optimization and improvement of performance of the overall company. Some of them initiated or implemented over the course of 2018 are the following:

- Beginning of digitalization in the Packaging Centre, which included the development and implementation of the system for performance monitoring of the packaging machines in the real time, providing reliable data on the machine status at any time, proactive problem solving and elimination of manual collection of different data. After successfully implemented pilot project on one machine and planned beginning of implementation in all other lines, the following phase is the phase of programming of internet application with central monitoring of all packaging lines on mobile devices. This concept has been developed within the company, whereby the savings of about EUR 600,000 have been achieved, and full implementation is expected by mid-2019;
- Reduction of cosmetic defects on ampoules during the production process, through the improvement of the process of ampoule filling and closing; quantity of defects was reduced by 2,500 ampoules per batch, whereby the efficiency and cost-effectiveness of production was achieved, with reduced quantity of pharmaceutical waste;
- Increase of batches by manufacturing process optimization for the product SNUP, whereby the savings in conversion costs of about EUR 715,000 were achieved in 2018;
- Use of recycled toners in the whole company, whereby savings of EUR 56,000, were achieved with very significant contribution to the positive impact on the environment, since the supplier offering eco toners has been carefully selected and the recycling process itself is an important additional contribution;
- Continuation of digitalization of all processes, closer and more agile communication within matrix organization and joint purchase of consumables for the overall STADA Group, through close teamwork, which resulted in additional annual savings of about EUR 550,000.

Kada su u pitanju inovatorske ideje i inicijative zaposlenih, u 2018. bilo ih je 51, od čega je njih 7 odmah implementirano, bez pokretanja projekata, dok je isto toliko ideja prihvaćeno i odobreno u projektnoj formi. Kompanija trenutno analizira 22 ideje, koje bi uskoro mogle da postanu projekti. Većina ideja je podneta putem lako dostupne sekcije Kancelarije za projektni menadžment na korporativnom intranetu.

Obuka za PMP (Project Management Professional) po metodologiji Instituta za upravljanje projektima (PMI) i edukacija zaposlenih u svrhu kontinuiranog unapređenja ostali su u fokusu Hemofarma i u 2018. Na osnovu odgovora u anketi koja je organizovana tokom godine, kao i zadovoljstva zaposlenih iskustvom sa Kancelarijom za upravljanje projektima (PMO), identifikovani su zahtevi za daljim obukama, uveden je novi Standardni operativni postupak (SOP) o upravljanju rizicima (na projektima) i ustanovljene su relevantne obuke. Vrsta, teme i broj obuka prilagođeni su zahtevima funkcionalnih menadžera i projektnih menadžera, te potrebama zaposlenih i dinamici projekata.

When innovating ideas and initiatives of the employees are in question, there were 51 of them in 2018, 7 of which were immediately implemented, without initiating a project, while the same number of ideas was accepted and approved in the project form. The company currently analyses 22 ideas that could soon become projects. Most of the ideas were submitted via easily accessible section of the Project Management Office on the corporate intranet.

PMP (Project Management Professional) training according to the methodology of the Project Management Institute (PMI) and education of the employees for the purpose of continuous improvement remained the focus of Hemofarm also in 2018. Requirements for further trainings were identified on the basis of replies in the survey organized over the course of the year, as well as based on the employee satisfaction with the Project Management Office (PMO), new Standard Operating Procedure (SOP) on risk managing (on projects) was introduced and relevant trainings have been established. Type, topics and number of trainings have been adjusted to requirements of Functional Managers and Project Managers as well as requirements of employees and project dynamics.

<b>PMI obuke u 2018</b> PMI trainings in 2018	<b>Br. obučениh zaposlenih</b> No. of trained employees
Standardna PMI obuka Standard PMI trainings	31
MS projekat i Projektni Server MS Project and Project Server	58
SOP SOP	118
Priprema PMI PMP sertifikacionog ispita Preparation of PMI PMP certification exam	12
Upravljanje programom, radionica Programme management, workshop	11
<b>UKUPNO</b> TOTAL	<b>230</b>

Počevši od 2011, Hemofarmovi zaposleni obučavaju se na različitim nivoima Lean & Six Sigma znanja za Crni (Black), Zeleni (Green) i Žuti (Yellow) pojas, a interno postaju mentori, instruktori, lideri ili učesnici u inicijativama za unapređenje. Tokom 2018. godine, vlasnici Crnog i Zelenog pojasa bavili su se internim obukama u okviru Programa kontinuiranog unapređenja sa 4.415 časova obuke zaposlenih, što je za 70% više u poređenju sa 2017. godinom. Obuku za Zeleni pojas završilo je dodatnih 25 zaposlenih, u cilju razvoja novih projektnih menadžera koji će rukovoditi aktivnostima u okviru realizacije programa ušteda u kompaniji. Od 37 zaposlenih obučanih za Zeleni pojas u 2017/18, njih 12 je tokom godine položilo ispit ASQ (Američkog društva za kvalitet) za sertifikovanog nosioca Six Sigma Zelenog pojasa (CSSGB). Tako je čak 38 zaposlenih od ukupno 67 obučanih vlasnika Zelenog pojasa sertifikovano od strane ASQ (što iznosi 56,7% svih obučanih).

U 2018, održano je 16 radionica za Žuti pojas: 7 u Vršcu, 3 u Šapcu, 2 u Banjaluci, 2 u Beogradu, 1 u Dubovcu i 1 u Temišvaru. Ukupno 173 zaposlena obučeni su od strane četvero svojih kolega koji su sertifikovani za Zeleni pojas i jednog sertifikovanog za Crni pojas. Inače, ukupan broj zaposlenih koji su pohađali obuku za Žuti pojas iznosi 820, sa najvećim udelom zaposlenih u proizvodnji (59%), a zatim upravljanju kvalitetom (QA&QC - 19,6%), itd. Dodatno, tokom 2018. održano je i 5 dvodnevnih obuka iz Osnova statistike i Minitab paketa, sa 70 obučanih zaposlenih, koji će se baviti detaljnom analitikom podataka radi daljih optimizacija procesa u kompaniji.

Krajem 2017. godine, započeo je razvoj Programa kontinuiranog unapređenja u operativnoj izvrsnosti na globalnom nivou, sa prvim aktivnostima u Hemofarmu. Započeta su 2 velika programa:

1. Hemofarmov program ušteda sa ciljem ušteda od 6 miliona evra u 2018, koji uključuje:

- Kratkoročne i srednjoročne inicijative
- Godišnje uštede 94 inicijative: 32 operativne akcije, 41 Green Belt projekat, 11 Yellow Belt projekata i 10 PMI projekata
- Finansijske efekte praćene u bilansu uspeha (P&L)

As of 2011, Hemofarm's employees have been trained on different levels of Lean & Six Sigma knowledge for Black, Green and Yellow Belt who internally become mentors, instructors, leaders or participants in initiatives for improvement. Over the course of 2018, the holders of Black and Green Belt dealt with in-house trainings within the Continuous Improvement Programme with 4,415 hours of employee training, which is by 70% more compared to 2017. Training for Green Belt was completed by additional 25 employees, for developing new project managers who will manage activities within implementation of savings programme in the company. Out of 37 employees trained for Green Belt in 2017/18, 12 employees passed the exam of ASQ (American Society for Quality) for the Certified Holder of Six Sigma Green Belt (CSSGB) over the course of the year. So, as many as 38 of employees out of totally trained 67 holders of Green Belt were certified by ASQ (which amounts to 56.7% of all trained employees).

Sixteen Yellow Belt workshops were held in 2018: 7 in Vršac, 3 in Šabac, 2 in Banjaluka, 2 in Belgrade, 1 in Dubovac, and 1 in Timisoara. Totally 173 employees were trained by four of their colleagues who are certified for Green Belt and one certified for Black Belt. By the way, the total number of employees who attended the Yellow Belt training is 820, with the greatest share of the employees in production (59%), and then Quality Management (QA&QC – 19.6%), etc. In addition, over the course of 2018, 5 two-day trainings were held on the topic of Statistics Fundamentals and Minitab package, with 70 trained employees, who will be dealing with detailed analytics of data for further process optimization in the company.

At the end of 2017, the development of Continuous Improvement Programme in the operational excellence started at the global level, with first activities in Hemofarm. Two extensive programmes were initiated:

1. Hemofarm's savings programme with the goal of EUR 6 million savings in 2018, which includes:

- Short- and mid-term initiatives
- In year savings of 94 initiatives : 32 operational efforts, 41 Green Belt projects, 11 Yellow Belt projects and 10 PMI projects
- Financial effect monitored in P&L



2. Globani Program Operativne izvrsnosti sa ciljem ušteda većim od 6 miliona evra do 2021. na nivou grupe, koji uključuje:

- Dugoročne i srednjoročne inicijative
- Projektovane uštede do 2021. koje se aktivno prate na globalnom nivou
- 140 inicijativa (94 dolaze od programa ušteda na proizvodnim lokacijama)

Dosadašnji efekat ovih programa veoma je značajan. Finansijski rezultat u 2018. je sledeći:

- ostvareno je oko 6,2 miliona evra ušteda,
- izbegnuto je suvišnih troškova u visini od oko 1,6 miliona evra, uz
- 5,5 miliona evra pozitivnog uticaja efekata navedenih inicijativa na bilans uspeha (P&L)

2. Global Operational Excellence Programme with the goal of EUR 6 million savings until 2021 at the group level, including:

- Long- and mid-term initiatives
- 2021 Run rate savings are tracked in global system
- 140 initiatives (94 from sites savings programme)

The effect of these programmes achieved so far is very significant. Financial result in 2018 is as follows:

- EUR 6.2 million savings
- EUR 1.6 million cost avoidance
- EUR 5.5 P&L effect of initiatives



- Preko 700 dobavljača: potrošni materijal, sirovine, ambalaža, promotivni materijal, poluproizvod/bulk, gotov proizvod/upakovan, usluge.
- U lancu nabavke, nije bilo značajnijih promena u odnosu na Izveštaj za 2017, kao ni negativnih uticaja na okruženje.

- More than 700 suppliers: consumption material, raw material, packaging, promotional material, semifinished, finalized good/packed, services
- There were no significant changes in the supply chain, in reference to 2017 Report, as well as no negative impacts on the environment.

# ENTREPRENEURSHIP





# Šta je za nas preduzimljivost

## What entrepreneurship means to us

103-1	103-2	103-3							
201-1	201-3								
203-2									
301-2									
302-1	302-3	302-4	302-5						
303-1	303-2	303-3	303-4	303-5					
305-1	305-2	305-4	305-5	305-6	305-7				
306-1	306-2	306-4	306-5						
403-1	403-2	403-3	403-4	403-5	403-6	403-7	403-8	403-9	403-10

Svako od nas razvija nove ideje i inicijative, čime stvaramo budući rast i vrednost.

Poslovno okruženje koje je bazirano na vrednostima dostojanstvenog rada dodatno osnažuje prilika da svaki zaposleni iskaže i svoj preduzetnički duh! Korporativna kultura koja podržava kreativnost i inovativnost svakog ponaosob, omogućava postizanje boljih poslovnih rezultata u okviru kojih su odgovorna proizvodnja i potrošnja samo polazna osnova. Ekonomski rast kompanije tada jeste tek logičan sled ovakvog pristupa poslovanju.

Materijalne teme, koje su u fokusu, prema strateškom pristupu poslovanju i vezane za ovu vrednost su:

- Razvoj ORGANIZACIONE EFIKASNOSTI i rast POSLOVANJA uz unapređenje tržišnih pozicija
- Ostvarivanje i unapređenje BEZBEDNOSTI i ZDRAVLJA NA RADU
- Odgovorno upravljanje potrošnjom VODE i smanjivanje generisanja OTPADA

Each and every one of us drives new ideas and actions, creating future growth and value.

The business environment based on the values of decent work is further empowered by the opportunity of each employee to express also his/her entrepreneurial spirit! The corporate culture supporting creativity and innovation of each person individually enables the achievement of better business results within which responsible production and consumption are only the starting point. Economic growth of the company is then only a logical follow-up of such an approach to business.

The materiality topics in focus, according to strategic approach to business, with regard to this value include:

- Development of ORGANISATIONAL EFFICIENCY & BUSINESS OPERATIONS growth with improvement of market positions
- Achieving and improving OCCUPATIONAL HEALTH AND SAFETY
- Responsible WATER consumption management and reduced WASTE generation



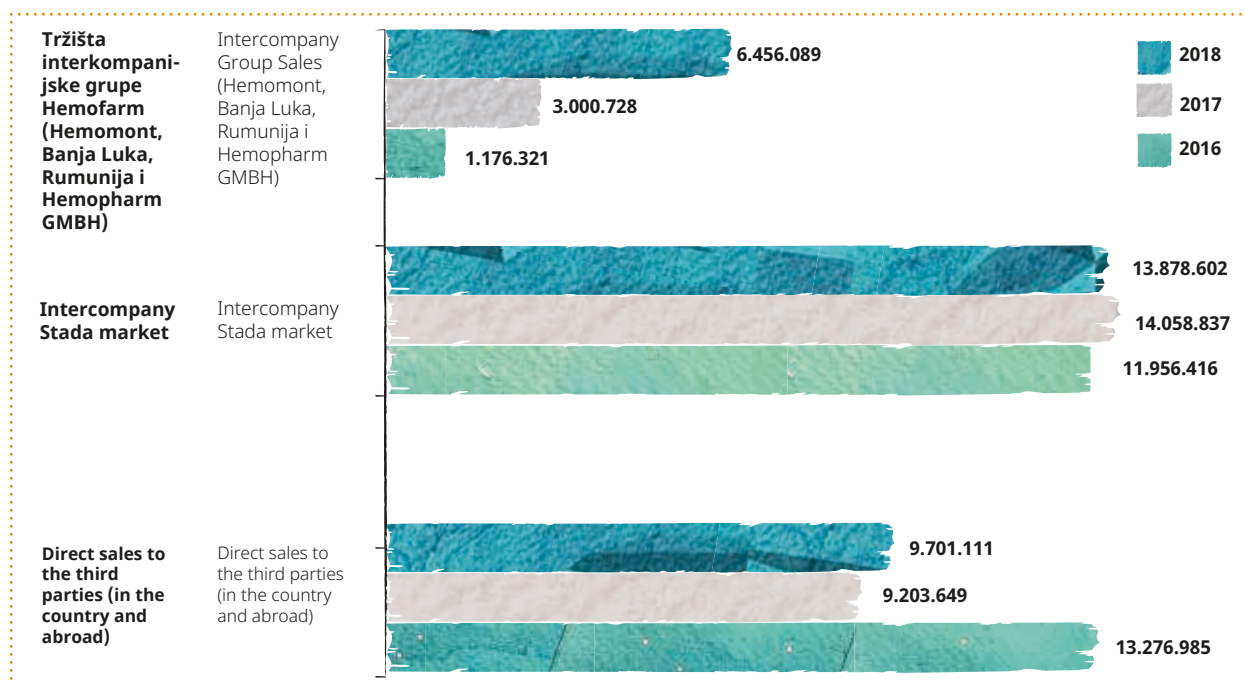
# Najznačajniji finansijski pokazatelji

## The most important financial indicators

Hemofarm a.d. beleži rast prihoda od prodaje u 2018. godini za 14,36% u odnosu na 2017. godinu.

Hemofarm A.D. recorded growth in income from sales by 14.36% compared to 2017.

u 000 RSD / in 000 RSD	31.12.2016.	31.12.2017.	31.12.2018.
prihodi od prodaje / income from sales	26.409.722	26.263.215	30.035.802



### STRUKTURA PROMETA

Izraženo u hiljadama dinara

U odnosu na 2017. godinu, rast beleži prodaja ka trećim licima u zemlji i inostranstvu. Na interkompanijskim tržištima na nivou STADA Grupe dolazi do blagog pada, dok je na interkompanijskim tržištima Hemofarm grupe došlo do porasta prihoda.

### TURNOVER STRUCTURE

Stated in thousands of dinars

Sales to third parties in the country and abroad recorded a growth compared to 2017. There was a slight decline in intercompany markets at the STADA Group level, while there was an increase of revenues in the intercompany markets of Hemofarm Group.

Direktno generisana vrednost veća je za 14,17% u odnosu na 2017. godinu, zahvaljujući porastu prihoda od prodaje u 2018. godini. Distribuirana ekonomska vrednost u 2018. godini beleži rast za 1,21% u odnosu na 2017. godinu.

Directly generated value is higher by 14.17% compared to 2017, owing to the increase in income from sales in 2018. Distributed economic value in 2018 recorded a growth of 1.21% compared to 2017.

#### PODACI IZ REVIDIRANIH IZVEŠTAJA NA DAN 31.12.2018.

DATA FROM AUDITED STATEMENTS AS ON 31/12/2018

u 000 RSD in 000 RSD	2017.	2018.
<b>Direktno generisana vrednost</b> Directly generated value	<b>26.542.888</b>	<b>30.304.008</b>
<b>Distribuirana ekonomska vrednost</b> Economic value distributed	<b>26.503.769</b>	<b>26.823.637</b>
<b>Operativni troškovi</b> Operating costs	<b>20.618.658</b>	<b>20.758.424</b>
<b>Zarade zaposlenih i ostale nadoknade</b> Employees' salaries and fringe benefits	<b>5.522.978</b>	<b>5.356.559</b>
<b>Kamate za primljene kredite</b> Interest for loans received	<b>223.322</b>	<b>167.369</b>
<b>Porezi</b> Taxes	<b>113.009</b>	<b>481.251</b>
<b>Investicije u zajednicu</b> Investments in community	<b>25.802</b>	<b>60.034</b>
<b>Uvećanje ekonomske vrednosti kompanije</b> Increase in company economic value	<b>39.119</b>	<b>3.480.371</b>

Kompanija u 2018. godini beleži značajno povećanje ekonomske vrednosti, pre svega zahvaljujući rastu direktno generisane vrednosti.

Company recorded a significant increase in economic value in 2018, primarily owing to the growth of directly generated value.

U 2014. Hemofarm a.d. započeo je implementaciju korišćenja desetogodišnjeg poreskog podsticaja, koja će imati za posledicu značajne uštede kompanije u narednom periodu. U 2018. godini, poreska ušteta iznosi 2,31 milion EUR-a ( 273.287.522 RSD).

Hemofarm AD started implementing a ten-year tax incentive in 2014, which will result in significant savings for the company in the upcoming period. In 2018, tax savings amounted to EUR 2.31 million (RSD 273,287,522).

# Uticaj na okruženje

## Impact on environment

### Emisije gasova

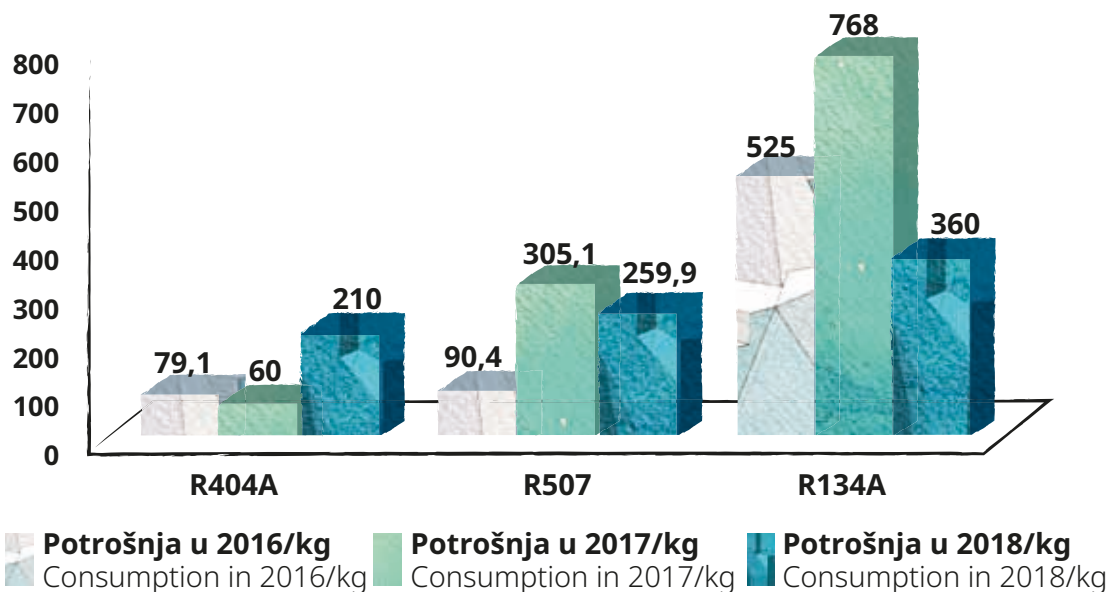
U toku 2018. godine, za upotrebu u rashladnoj tehnici, Hemofarmu je isporučeno ukupno 829,9 kg „ozone-friendly“ freona, što je za oko 26,8 % manje nego u prethodnoj godini. Ovaj podatak potvrđuje da su proizvodni procesi dodatno zaokruženi i optimizovani, čime se ostvaruje doprinos krovnoj strategiji kompanije koja je okrenuta ka postizanju što pozitivnijeg uticaja na okruženje.

Količina isporučenih „ozone-friendly“ freona za upotrebu u rashladnoj tehnici u 2018. godini prikazana je na sledećem grafiku:

### Gas Emissions

In the course of 2018, a total of 829.9 kg of 'ozone-friendly' freon was delivered to Hemofarm for use in cooling technology, which is about 26.8% less than in the previous year. This information confirms that production processes were additionally rounded-up and optimised, which represents contribution to the umbrella strategy of the company which has focused on achieving as positive impact on the environment as possible.

The quantity of delivered 'ozone-friendly' freon for the use in cooling technology in the year 2018 is presented in the following graph:



### Upravljanje vodom

Voda je i dalje jedan od najvažnijih resursa za Hemofarm, koji se najviše koristi u procesu proizvodnje farmaceutskih proizvoda. Nastojeći da svoje poslovanje učini što efikasnijim i odgovornijim, po pitanju uticaja na okruženje, kompanija kontinuirano optimizuje

### Water Management

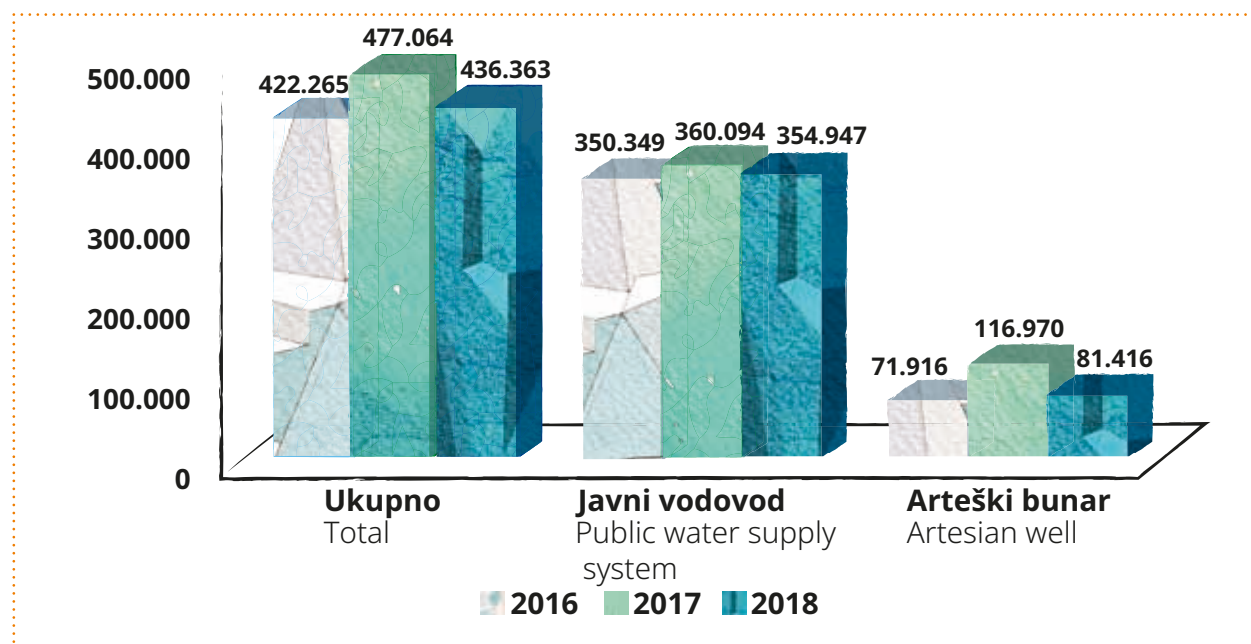
Water is still one of the most important resources for Hemofarm, which is largely used in pharmaceutical products manufacturing process. Striving to make its business operations as efficient and as responsible as possible in view of the impact on the environment, the company continuously



svoje proizvodne procese. Rezultat toga je u 2018. godini bilo smanjenje upotrebe vode za čitavih 8.5%, iako je proizvodnja bila rekordna i porasla za čak milion pakovanja gotovih proizvoda.<sup>12</sup>

Za svoje potrebe Hemofarm koristi vodu iz javnog vodovoda i arteškog bunara. Gradska voda troši se u tehnološkim postupcima i za proizvodnju prečišćene vode (PW), vode za injekcije (WFI) i čiste pare. Takođe, voda se koristi i za proizvodnju tehničke pare i tople vode, kao i za funkcionisanje sistema za hlađenje (rashladna voda) i sanitarne potrebe. Ukupna zahvaćena količina vode iz javnog vodovoda smanjena je sa 360.094 m<sup>3</sup> u 2017. godini na 354.947 m<sup>3</sup> u 2018. godini. Za razliku od ranijih godina, zabeležena je manja potrošnja vode od 1,4%. Ukupna količina zahvaćene vode iz arteškog bunara smanjena je za 30,4% odnosno sa 116.970 m<sup>3</sup> u 2017. godini na 81.416 m<sup>3</sup> u 2018. godini. Hemofarm svojim zahvatanjem vode ne ugrožava nijedan od resursa vodozahvata.

Pregled količina ukupno zahvaćene vode (u kubnim metrima), po izvoru:



optimises its manufacturing processes. As a result, the consumption of water in 2018 was reduced by as much as 8.5%, in spite of the record-breaking production, which was increased by as many as one million packs of finished products.<sup>12</sup>

For its own needs, Hemofarm uses municipal water and water from an artesian well. Municipal water is used in technological processes and for producing purified water (PW), water for injections (WFI) and clean steam. Water is also used for producing technical steam and hot water, as well as for the functioning of the cooling system (cooling water) and for sanitary purposes. The total quantity of withdrawn municipal water was reduced from 360,094 m<sup>3</sup> in 2017 to 354,947 m<sup>3</sup> in 2018. As opposed to the previous years, lower consumption of water by 1.4% was recorded. The total quantity of water withdrawn from the artesian well was reduced by 30.4%, i.e. from 116,970 m<sup>3</sup> in 2017 to 81,416 m<sup>3</sup> in 2018. Hemofarm does not jeopardise any of the water withdrawal resources by its withdrawal of water.

Overview of total quantities of withdrawn water (in cubic metres), per source:

<sup>12</sup> Hemofarm teži očuvanju resursa i kroz rekuperaciju i druge vidove ušteda. Jedan od takvih primera je i tehnička para. Tehnička para u Hemofarmu nigde nema kontakt sa proizvodom, te se u procesu proizvodnje tehničke pare sav kondenzat vraća u kotlarnicu na ponovnu upotrebu. Time se, praktično, vrši kontinualna rekuperacija vode koja se koristi u procesu proizvodnje i upotrebe tehničke pare. Takođe, toplotna energija otpadne vode parnih kotlova, koja bi se u regularnom radu odbacivala kao rezultat procesa desalinacije i uklanjanja taloga iz parnog kotla, u Hemofarmu se koristi kao izvor toplote za pripremu sanitarne tople vode u Pogonu sterilnih proizvoda.

<sup>12</sup> Hemofarm makes every effort to save resources through recuperation as well as through other ways of saving. One of such examples is technical steam. Technical steam in Hemofarm has no contact with the product, so that in technical steam production process, the entire quantity of condensate gets returned to the boiler plant for reuse. This practically ensures continuous recuperation of the water used in the process of production and use of technical steam. Likewise, the heating energy of the waste water from steam boilers, which is usually discarded as a result of the process of desalination and sediment removal from a steam boiler, is used in Hemofarm as a source of heat for preparing sanitary hot water at the Sterile Products Plant.

## Upravljanje potrošnjom električne energije i prirodnog gasa

Kao osnovni izvori energije u Hemofarmu koriste se prirodni gas i električna energija. Električna energija se koristi u proizvodnim procesima, za rad vazдушnih kompresora, čilera i HVAC. Najveći potrošači su upravo vazdušni kompresori i čileri, koji za proizvodnju komprimovanog vazduha i vode za hlađenje utroše čak 1/3 ukupne potrošnje električne energije za proizvodni kompleks u Vršcu.

Prikaz potrošnje električne energije (kompleksi Vršac i Šabac):

Godina Year	Električna energija, KWh Electricity, KWh	Električna energija, Gj Electricity, Gj
2016	45.371.748	163.338.29
2017	47.278.126	170.201.25
2018	45.615.616	164.216.22

Potrošnja električne energije u 2018. smanjena je za 3,6% u odnosu na prethodnu godinu.<sup>13</sup> Na smanjenje potrošnje uticala je planska obustava proizvodnje u avgustu, ali i sve bolje upravljanje samom potrošnjom.

Najviše prirodnog gasa troši se u odeljenjima za hemijsku pripremu vode: 34,2% proizvedene toplotne energije potrebno je za proizvodnju prečišćene vode, vode za injekcije i čiste pare u Vršcu. Ostali veći segmenti potrošnje prirodnog gasa su grejanje prostora i drugi tehnološki procesi.

Prikaz potrošnje gasa:

Godina Year	Gas, m <sup>3</sup> Gas, m <sup>3</sup>
2016	6.135.542
2017	6.830.641
2018	6.452.489

Smanjenje utroška gasa u 2018. za 5,5% rezultat je planske obustave proizvodnje u avgustu, ali i primenjenih mera poboljšanja energetske efikasnosti u upravljanja potrošnjom. Kao i kada se posmatra utrošak vode i

## Managing Consumption of Electricity and Natural Gas

Natural gas and electricity are used as primary energy sources in Hemofarm. Electricity is used in manufacturing processes, for operation of air compressors, chillers and HVAC. The largest consumers are exactly air compressors and chillers, which use as much as 1/3 of the totally spent electricity for production of compressed air and cooling water in the production complex in Vršac.

Overview of consumption of electricity (Vršac and Šabac complexes):

Electricity consumption in 2018 was reduced by 3.6% in relation to the previous year. The scheduled production downtime in August as well as the increasingly improved consumption management had an impact on the reduced consumption.

The largest quantity of the natural gas is consumed at the chemical water treatment departments: 34.2% of the produced heat is required for production of purified water, water for injections and clean steam in Vršac. The other larger segments of consumption of natural gas are heating of premises and other technological processes.

Overview of gas consumption:

The reduction in gas consumption by 5.5% in 2018 was a result of the scheduled production downtime in August, but also of the implemented measures for improving energy efficiency in consumption management. Similarly to the

<sup>13</sup> Od čega je 36,713,124 kWh bila potrošnja u Vršcu, a 8,902,492 kWh u Šapcu.

<sup>13</sup> 36,713,124 kWh was the consumption in Vršac, while 8,902,492 kWh were consumed in Šabac.

električne energije, smanjenje potrošnje gasa je još značajnije, ako se uzme u obzir rast obima proizvodnje.

Hemofarm neprekidno razmatra potencijale za realizaciju strateških, ali i taktičkih inicijativa i projekata u domenu upravljanja energijom i energetske efikasnosti, uz uvažavanje principa održivog razvoja. Kompanija nastoji da, pored kratkoročnih aktivnosti, pomeri fokus na srednjoročne i dugoročne investicione projekte, kojima bi se obezbedila još veća stabilnost i održivost poslovanja, a samo neki od aktuelnih primera energetske efikasnosti su:

- Zamena fluo cevi LED osvetljenjem - u 2018. nastavljene su aktivnosti na kontinuiranoj modernizaciji osvetljenja, montažom 1.330 novih LED sijalica.
- Smanjenje toplotnih gubitaka na cevovima tehničke pare i kondenzata - tokom 2018. nastavljeno je sa ugradnjom „izolacionih jakni“<sup>14</sup> na ventile u sistemima za distribuciju tehničke pare i kondenzata; implementacijom četvrte i pete faze „izolacionih jakni“ u Vršcu ukupan finansijski benefit je uvećan za dodatnih 6.390 evra godišnje. U pogonu u Šapcu završeno je više od 50% planiranih montaža ovih „jakni“.
- Korišćenje otpadne toplote čilera za grejanje Pogona čvrstih formi - u centralnom proizvodnom kompleksu u Vršcu tokom 2018. realizovan je prvi projekat implementacije modula Total Heat Recovery<sup>15</sup> (THR), koji omogućava korišćenje „otpadne toplote“. Na osnovu podataka prikupljenih na mernim uređajima tokom prve grejne sezone, u 2018. je ostvarena ušteda od 58.000 evra, dok je ukupna jednogodišnja ušteda ovog postrojenja (pri aktuelnim cenama energenata) procenjena na 68.400 evra.

<sup>14</sup> Montažno-demontažni elementi koji doprinose umanjuju toplotnih gubitaka usled zračenja na ventilima koji rade na visokoj temperaturi, po preporuci IFC (International Finance Corporation), članice Grupe Svetske banke (World Bank Group). Očekuje se da će se ova investicija isplatiti u roku manjem od jedne godine, uz smanjivanje toplotnih gubitaka na ovako izolovanim ventilima trebalo bi da bude svega 11-20% u odnosu na one neizolovane.

<sup>15</sup> Čiler primarno proizvodi rashladnu energiju i u tom procesu iz radnog fluida odvodi se toplota. Ta odvedena toplotna energija („otpadna toplota“), kroz THR modul čilera, umesto da se izbacuje u atmosferu koristi se za isporučivanje toplotne energije u vrednosti i do 130% od rashladnog kapaciteta čilera. Ova investicija se može isplatiti za manje od dve grejne sezone, što je već potvrđeno praćenjem potrošnje. Značajan deo projekta realizovan je internim resursima i THR modul je pušten u rad krajem februara; testiranja kapaciteta i učinka u različitim režimima rada i pri različitim spoljnim temperaturama, koja su obavljena tokom 2018, nadmašila su očekivanja. Pokazalo se da je postrojenje u mogućnosti da snabdeva PČF toplotnom energijom potpuno samostalno, bez dogrevanja parom, dok su spoljne temperature „iznad nule“.

consumption of water and electricity, the reduction of gas consumption is even more significant in view of the increase in production volume.

Hemofarm is constantly considering potentials for implementation of strategic as well as tactical initiatives and projects in the domain of electricity management and energy efficiency, while observing the principles of sustainable development. In addition to the short-term activities, the company is striving to shift the focus to mid-term and long-term investment projects, which would ensure even better stability and sustainability of business operations. We are going to mention just a few of the current examples of energy efficiency:

- Replacement of fluorescent tubes by LED lights – activities on continuous modernising of lighting were resumed in 2018 by mounting 1,330 new LED lights.
- Reduction of heat loss on technical steam and condensate pipelines – the fitting of "insulation jackets"<sup>14</sup> on valves on the systems for distribution of technical steam and condensate continued in 2018; by the implementation of the fourth and fifth phases of "insulation jackets" in Vršac, the total financial benefit was increased by additional EUR 6,390 per annum. More than 50% of the planned installation of the "jackets" has been completed in Šabac.
- Utilisation of the waste heat from chillers for heating of the Solid Dosage Forms Plant - the first project of implementation of the Total Heat Recovery<sup>15</sup> (THR) module, which facilitates the use of "waste heat", was completed at the central manufacturing complex in Vršac in the course of 2018. Based on the information collected from measuring devices during the first heating season, the savings of EUR 58,000 were achieved in 2018, while the total annual savings in this plant (given the current energy prices) has been estimated at EUR 68,400.

<sup>14</sup> The mounting/dismounting elements which contribute to the reduction of heat loss due to the emissions at the valves which operate at high temperatures, according to the recommendation of IFC (International Finance Corporation), a member of the World Bank Group. The return on this investment is expected in less than a year, with reduction in heat loss to only 11-20% at the valves insulated in such a manner in comparison with those which have not been insulated.

<sup>15</sup> The chiller primarily produces cooling energy and in this process heat is released from the working utility. Instead of being discharged into the atmosphere, the heat released in such a manner ("waste heat") through the THR module of the chiller is being used for heat supply which can reach up to 130% of the cooling capacity of the chiller. The return on this investment is expected in less than two heating seasons, which has already been confirmed through the monitoring of consumption. A considerable portion of the project has been implemented with in-house resources and THR module was put into operation in the end of February. The capacity and performance tests ran at different operation modes and at different outdoor temperatures in 2018, have gone beyond the expectations. It was proved that the plant was capable of supplying heat to the Solid Dosage Forms Plant completely independently, without additional heating with steam, as long as the outdoor temperatures were above zero.



- Poboljšanje sagorevanja na gorionima parnih kotlova implementacija sistema za kontrole sadržaja kiseonika<sup>16</sup> - primenom ovog sistema, gubici toplote sa produktima sagorevanja se umanjuju, a očekivane godišnje uštede se procenjuju na 1% ukupnog utroška goriva. Ovaj projekat je dovršen u 2017. godini, što je u 2018. omogućilo uštedu od 16.730 evra. Dodatni benefit ovog sistema je smanjenje emisije azotnih oksida i ugljen-monoksida.
- Rekonstrukcija sistema za pripremu tople sanitarne vode u Pogonu čvrstih formi u Vršcu - marta 2018. dovršena je realizacija projekta rekonstrukcije sistema za pripremu tople sanitarne vode u ovom pogonu. Umesto starog i dotrajalog rezervoara sanitarne vode, sada se koristi novi i ekonomičan. Zagrevanje vode se vrši korišćenjem „otpadne toplote“, nusproizvoda regularnog rada sistema prikupljanja kondenzata, koji umesto uobičajenog ispuštanja u atmosferu, sada postaje grejni resurs. Realizacijom ovog projekta smanjeni su troškovi grejanja i eliminisani troškovi održavanja starog sistema. U 2018. je ostvarena ušteda od 9.640 evra, a jednogodišnja ušteda (pri aktuelnim cenama energenata) procenjena je na 14.700 evra.
- Improvement of combustion on steam boiler burners by implementing oxygen content control system<sup>16</sup> - heat losses with combustion products are reduced through the application of this system, while the expected annual savings are estimated at 1% of the total fuel consumption. This project was completed in 2017, which yielded the savings of EUR 16,370 in 2018. An additional benefit of this system is a reduction in emissions of nitrous oxides and carbon monoxide.
- The reconstruction of the system for preparation of warm sanitary water at the Solid Dosage Forms Plant in Vršac - implementation of the project of reconstruction of the system for preparation of warm sanitary water in this plant was completed in March 2018. In place of the old and run-down sanitary water tank, a new and economic one is used now. The water is heated using the "waste heat", the by-product of regular operation of the condensate collection system, which now becomes a heating resource instead of being routinely discharged into the atmosphere. The costs of heating have been reduced while the costs of maintenance of the old system have been eliminated by the completion of this project. Savings of EUR 9,640 were achieved in 2018, while the annual savings were estimated at EUR 14,700 (given the current energy prices).

<sup>16</sup> Na osnovu kontinualnog merenja sadržaja kiseonika u produktima sagorevanja može se upravljati radom gorionika. Time se u svakom trenutku sadržaj kiseonika i vrednost koeficijenta viška vazduha za sagorevanje održavaju na optimalnom nivou, prema karakteristikama goriva.

<sup>16</sup> The burner operation can be controlled based on continuous measuring of oxygen content in products of combustion. The oxygen content and the value of the coefficient of excessive air for combustion are thus maintained on the optimal level at all times, in accordance with the characteristics of the fuel.



# Odgovorno upravljanje otpadom

## Responsible waste management

Održivi razvoj je priča o „uticaju“ kompanija na društvo i okruženje. U tom kontekstu, važan aspekt predstavlja i otpad koji nastaje kao posledica vršenja svake delatnosti, a posebno proizvodnje. Iako se Hemofarm, kao i sama farmaceutska industrija, svrstava u „bele“ industrijske grane, koje nisu veliki zagađivači niti obimni generatori otpada, kompanija sa posebnom pažnjom pristupa upravljanju otpadom. Kao i kod ostalih farmaceutskih proizvođača, Hemofarm generiše otpad koji nastaje kako u samom procesu proizvodnje, tako i u čitavom životnom ciklusu farmaceutskog proizvoda. Otpad koji se generiše u okviru delatnosti Hemofarma moguće je klasifikovati u:

- otpad nastao izvan proizvodnih lokacija kompanije i
- industrijski otpad, koji je nastao u okviru proizvodno-poslovnih kompleksa kompanije

U skladu sa zakonskom regulativom, Hemofarm nije u direktnom kontaktu sa krajnjim korisnicima proizvoda, zbog čega nije u mogućnosti da prikuplja otpadnu ambalažu od svojih proizvoda čiji je životni ciklus završen. Zato kompanija svoje obaveze ispunjava posredno, u skladu sa nacionalnim Planom smanjenja ambalažnog otpada.<sup>17</sup> Hemofarm, prema tom Planu, saraduje sa ovlašćenim operaterom, koji preuzima na sebe obavezu da se pomenuta ambalaža zbrine na pravilan način.<sup>18</sup>

<sup>17</sup> Njime su utvrđeni opšti ciljevi u pogledu ponovnog iskorišćavanja i reciklaže ambalažnog otpada, kao i specifični ciljevi za reciklažu papira/kartona, plastike, stakla, metala, drveta iz ambalažnog otpada.

<sup>18</sup> Uglavnom pakovanja i transportna ambalaža, te uputstva o leku, od materijala koji mogu biti predmet recikliranja.

The sustainable development is about the 'impact' of companies on society and environment. In this context, the waste generated as a result of performing any activity, especially production, represents an important aspect. In spite of the fact that Hemofarm, like the pharmaceutical industry itself, falls under the 'White Category' of industries, which are not large polluters or large waste generators, the company nevertheless pays special attention to waste management. As any other pharmaceutical manufacturer, Hemofarm generates waste created in the manufacturing process itself, as well as in the entire life cycle of a pharmaceutical product. The waste generated in the course of Hemofarm's business activities can be classified as:

- waste generated outside the manufacturing sites of the company; and
- industrial waste, generated in the manufacturing and business facilities of the company

In accordance with legal regulations, Hemofarm has no direct contact with the end users of products, because of which it cannot collect the waste packaging material of its products the life cycle of which has finished. Therefore, the company meets its obligations indirectly, in line with the national Plan for Reducing Packaging Material Waste.<sup>17</sup> According to this Plan, Hemofarm shall collaborate with the authorised operator that undertakes the obligation to dispose of the above-mentioned packaging material in the proper manner.<sup>18</sup>

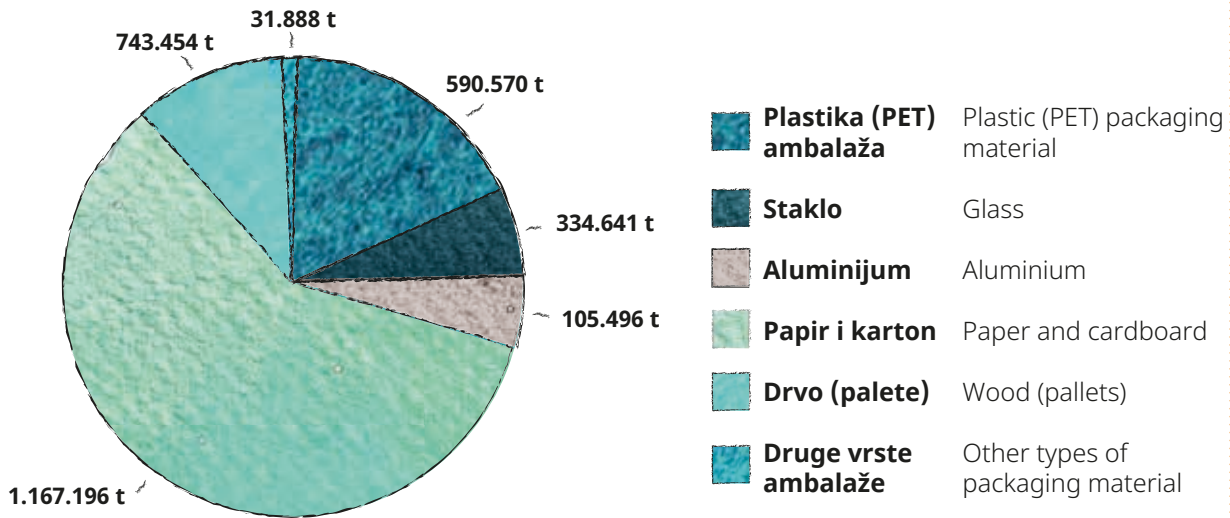
<sup>17</sup> It stipulates general goals with regard to reuse and recycling of packaging material waste, as well as specific goals for recycling of paper/cardboard, plastic, glass, metal, and wood from waste packaging material.

<sup>18</sup> Chiefly cartons and transportation packaging material, as well as patient information leaflets, made of materials which can be subject to recycling.



## Količina ambalaže za koju je obaveza upravljanja prenet na operatera

Quantity of packaging material with management liability transferred to operator



Pregled kretanja industrijskog otpada, po vrsti (opasan/neopasan) kao i po upotrebnoj vrednosti (ima/nema upotrebnu vrednost) u tonama za 2018. godinu prikazan je u tabeli i grafiku ispod.

Overview of industrial waste trend, according to type (hazardous/non-hazardous) and usage value (with/without usage value) in tonnes for the year 2018 is presented in the table and the graph below.

2018. godina Year 2018		Generisano Generated	Predato Handed over
<b>Ukupno neopasan otpad</b> Total non-hazardous waste		<b>619.806</b>	<b>616.576</b>
<b>Neopasan otpad koji ima upotrebnu vrednost (predat ovlašćenim operaterima na moguću reciklažu)</b>	Non-hazardous waste with usage value (consigned to authorised operators for possible recycling)	<b>603.086</b>	<b>603.086</b>
<b>Neopasan otpad koji nema upotrebnu vrednost (predat ovlašćenim operaterima na deponovanje)</b>	Non-hazardous waste without usage value (consigned to authorised operators for disposal)	<b>16.720</b>	<b>13.490</b>
<b>Ukupno opasan otpad</b> Total hazardous waste		<b>173.388</b>	<b>192.501</b>
<b>Opasan otpad koji ima upotrebnu vrednost (predat ovlašćenim operaterima na moguću reciklažu)</b>	Hazardous waste with usage value (consigned to authorised operators for possible recycling)	<b>8.027</b>	<b>8.270</b>
<b>Opasan otpad koji nema upotrebnu vrednost</b> Hazardous waste without usage value		<b>165.361</b>	<b>184.231</b>
<b>Samostalno izvezen</b> Exported individually			<b>170.48</b>
<b>Predat operaterima</b> Consigned to operators			<b>13.751</b>
<b>UKUPNO (opasan i neopasan)</b> TOTAL (hazardous and non-hazardous)		<b>793.194</b>	<b>809.077</b>

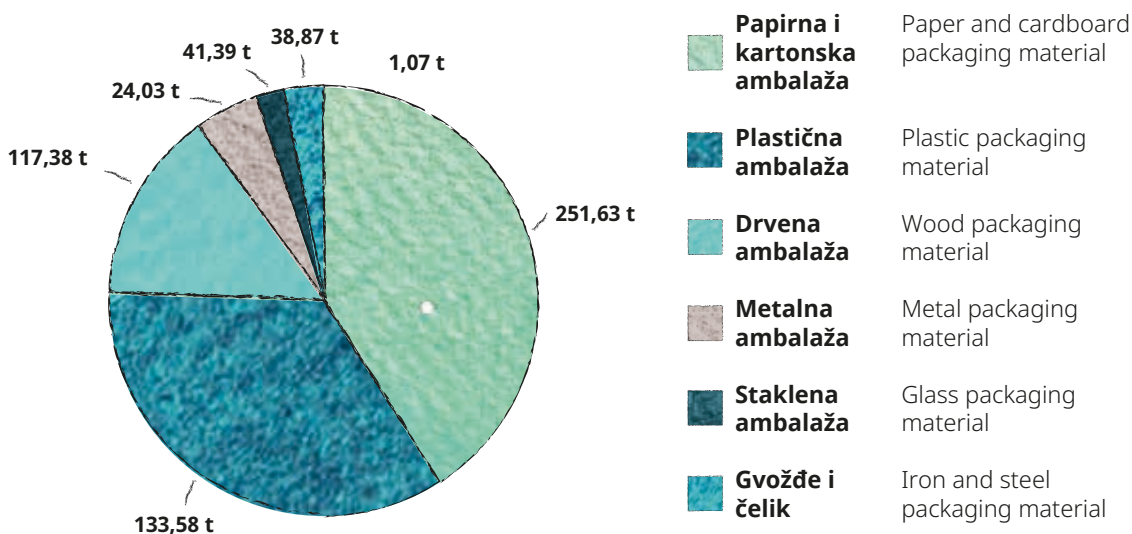


Hemofarm je u 2018. generisao ukupno 793,194 tone industrijskog otpada, od čega 173,388 t opasnog otpada. Od ukupne količine opasnog otpada koji nema upotrebnu vrednost Hemofarm je samostalno izvezao 170,48 tona (93%), nakon obnavljanja dozvole za samostalni izvoz od nadležnog ministarstva. Neopasan otpad koji ima upotrebnu vrednost i koji se može reciklirati (603,086 t) predat je operaterima na dalju obradu.

In the year 2018, Hemofarm generated a total of 793,194 tonnes of industrial waste, 173,388 t of which was hazardous waste. Out of the total quantity of hazardous waste which does not have usage value, Hemofarm individually exported 170.48 tonnes (93%), having renewed the licence for individual export with the responsible ministry. The non-hazardous waste which has usage value and which can be recycled (603,086 t) was consigned to operators for further processing.

### Količina reciklabilnog neopasnog otpada predate operaterima

Quantities of recyclable non-hazardous waste consigned to operators



Uprkos porastu proizvodnje (za 1%), Hemofarm je u 2018. generisao manje otpada u odnosu na prethodnu godinu, i to:

- 4,6% manje opasnog otpada i
- 1,5% manje neopasnog otpada.

Ovi podaci, a posebno nelinearno smanjenje otpada, najbolje svedoče o visokom nivou optimizovanosti proizvodnih procesa u kompaniji i najvišem nivou svesti menadžmenta Hemofarma o značaju smanjivanja neminovnih pratećih činilaca proizvodnje, ali i potrošnje lekova.

Notwithstanding the increase in production (by 1%), Hemofarm generated less waste in 2018 in relation to the previous year, specifically:

- 4.6% less hazardous waste; and
- 1.5% less non-hazardous waste.

This information, especially the nonlinear reduction of waste, are the best illustration of the high level of optimisation of manufacturing processes in the company and the highest level of awareness of Hemofarm's management about the importance of reducing the unavoidable accompanying by-products of manufacturing as well as consumption of medicinal products.

# Bezbednost i zaštita zdravlja na radu

## Occupational health and safety

Bezbedan i zdrav tim sigurna je investicija za uspešnu budućnost

Bezbednost i zaštita zdravlja na radu sve više dobijaju na značaju, kako u poslovnoj javnosti, tako i u široj društvenoj zajednici. Hemofarm, kao odgovorna kompanija i pozitivan primer iz prakse,<sup>19</sup> nastoji da ukaže kako svojim zaposlenima, tako i dobavljačima i lokalnim zajednicama u kojima posluje, da bezbedno i zdravo radno okruženje nemaju kompromis.

Ključna reč za bezbednost i zaštitu zdravlja na radu u Hemofarmu jeste - prevencija. Niz sinhronizovanih i povezanih aktivnosti, baziranih na najsavremenijim tehnologijama, usmerene su prvenstveno na prevenciju i edukaciju. Bezbednost zaposlenih, poslovnih partnera, dobavljača, resursa i okruženja, kompanija ostvaruje putem sistema video nadzora, sopstvene službe fizičko tehničkog obezbeđenja,<sup>20</sup> javljača požara<sup>21</sup> i sopstvene profesionalne vatrogasne jedinice.<sup>22</sup> Zakonska regulativa je za Hemofarm tek polazna osnova za najviši stepen bezbednosti i zaštite zdravlja na radu, a kompanija je sertifikovana u pogonima u Vršcu, Šapcu i Dubovcu i za integrisani sistem upravljanja zaštitom životne sredine (ISO 14001) i sistem upravljanja bezbednošću i zdravljem na radu (OHSAS 18001). Na svim proizvodnim lokacijama Hemofarma postavljeni su „info semafori“ na kojima je prikazan broj povreda na radu na konkretnoj lokaciji u tekućoj godini, broj dana bez povreda i datum poslednje povrede.<sup>23</sup> Ovi „semafori“ višestruko su unapredili svest ljudi

A safe and healthy team is a reliable investment in successful future

Occupational health and safety are increasingly gaining in importance in both the business and wider social community. Hemofarm, as a responsible company and a good practice example<sup>19</sup>, seeks to point out not only to its employees, but also to its suppliers and local communities it operates in, that there is no substitute for safe and healthy working environment.

The key word for occupational health and safety in Hemofarm is - prevention. A number of synchronized and related activities, based on state-of-the-art technologies, are focused primarily on prevention and education. The company achieves the safety of its employees, business partners, suppliers, resources and the environment through video surveillance systems, its own physical-technical security service<sup>20</sup>, fire detectors<sup>21</sup>, and its own professional fire brigade<sup>22</sup>. For Hemofarm, legal regulations are only the starting point for the highest level of occupational safety and health, and the company has been certified also for the integrated environmental protection management system (ISO 14001) and occupational health and safety management system (OHSAS 18001) in Vršac, Šabac, and Dubovac plants. There are 'info scoreboards' installed at all Hemofarm production sites, showing the number of occupational injuries at a particular site in the current year, number of days without injury and the date of the last injury.<sup>23</sup> These 'scoreboards' have in many ways raised the awareness of people about the importance of preventive actions in

<sup>19</sup> Povodom 28. aprila – Svetskog i Nacionalnog Dana bezbednosti i zdravlja na radu, Ministarstvo za rad, zapošljavanje, boračka i socijalna pitanja i Uprava za bezbednost i zdravlje na radu više puta su nagradili Hemofarm u ovoj oblasti.

<sup>20</sup> Svaki član ove službe, po zapošljavanju u Hemofarmu, prolazi obaveznu obuku za poštovanje ljudskih prava, uz kontinuirane reobuke i provere znanja.

<sup>21</sup> Sve prostorije u Hemofarmu opremljene su sistemima i opremom za dojavu, detekciju i gašenje požara, protivpožarnim klapnama, panik rasvetom i sl.

<sup>22</sup> Vatrogasna jedinica je na raspolaganju kako Hemofarmu, tako i za hitne potrebe vršačke opštine i okolnih naselja.

<sup>23</sup> U Hemofarmu je postavljena adekvatna horizontalna i vertikalna signalizacija, uz naznačene putanje kretanja pešaka i vozila, kao i brzinomer za kontrolu kretanja.

<sup>19</sup> On the occasion of marking April 28th – The World and National Occupational Safety and Health Day, the Ministry of Labour, Employment, Veteran and Social Policy and the Directorate for Occupational Safety and Health have repeatedly awarded Hemofarm in this area.

<sup>20</sup> Each member of this Service, upon employment with Hemofarm, passes a mandatory training on the observance of human rights, with continuous re-trainings and knowledge tests.

<sup>21</sup> All premises in Hemofarm are equipped with fire signalling, detecting and extinguishing systems and equipment, fire flaps, panic lighting, etc.

<sup>22</sup> The fire brigade is available to both Hemofarm and Vršac municipality and surrounding settlements in emergency situations.

<sup>23</sup> Adequate horizontal and vertical signalization with indicated movement paths for pedestrians and vehicles, as well as a speedometer for movement control has been installed in Hemofarm.

o značaju preventivnih mera u bezbednosti i zaštiti zdravlja na radu, kao i važnost prijavljivanja svake situacije ili događaja koji mogu biti nebezbedni („near miss“<sup>24</sup>). Hemofarmov Odbor za bezbednost<sup>25</sup> ima važnu ulogu u definisanju i sprovođenju niza aktivnosti za bezbedno i sigurno svako radno mesto. Osim toga, kao najbolja veza između menadžmenta i zaposlenih, učestvuje i u istragama potencijalnih incidenata i davanju predloga i sugestija za unapređenje sistema. Tokom 2018. godine, u sklopu preventivnih mera, izvršeni su pregledi i ispitivanja opreme za rad i ličnu zaštitu, električnih instalacija i uslova radne sredine, kao i bezbednost upravljanja hemikalijama, koja je regulisana internim procedurama i zakonskom regulativom.<sup>26</sup> Edukacija svih zaposlenih predstavlja jednu od najvažnijih preventivnih mera u Hemofarmu, jer osposobljava za prepoznavanje potencijalnih opasnosti i primenu mera za zaštitu od njih.

Tokom 2018. izvršeno je 1.285 obuka (2.108 u 2017.) iz bezbednosti i zaštite zdravlja na radu, zaštite životne sredine, zaštite od požara, prevencije udesa i usklađenosti poslovanja, a svi zaposleni su prošli i testiranje opšteg znanja iz navedenih oblasti. Oni su učestvovali i u redovnim vežbama evakuacije u slučaju vanrednih situacija u fabrikama u Vršcu, Šapcu i Dubovcu, u skladu sa internim procedurama kompanije. Takođe, nastavljeno je stručno osposobljavanje za Pružanje prve pomoći (osnovna i napredna obuka), kao i stručno osposobljavanje za bezbedno rukovanje viljuškarima i ostalim sredstvima unutrašnjeg transporta, stručno osposobljavanje za rad sa sudovima pod pritiskom kao i stručno osposobljavanje za rad u trafo-stanicama.

Hemofarm bezbednosti i zaštiti zdravlja na radu svojih dobavljača pristupa jednako kao i za svoje zaposlene. U okviru redovnih provera, utvrđuje se i solventnost poslovnih partnera, ispunjenost zakonskih uslova rada, kao i stepen uvažavanja mera bezbednosti i zdravlja na radu. Zato svaki dobavljač pre otpočinjanja saradnje prilaže potvrde o plaćenom

<sup>25</sup> U skladu sa zakonskom regulativom i Pojedinačnim Kolektivnim ugovorom o bezbednosti i zdravlju na radu.

<sup>26</sup> Na Intranetu se nalazi baza hemikalija sa uputstvima za bezbedno rukovanje i ponašanje u eventualnim opasnim situacijama, dostupna svim korisnicima.

occupational safety and health, as well as the importance of reporting any situation or event that may be unsafe ('near miss'). Hemofarm's Safety Committee plays an important role in defining and implementing a number of activities for each workplace to be safe and secure. In addition, as the best link between the management and employees, it also participates in the investigation of possible incidents and giving proposals and suggestions for system improvement. Inspections and tests of equipment for work and personal protection, electrical installations, and environmental working conditions as well as safety management of chemicals, which is regulated by in-house procedures and legal regulations, were carried out within preventive actions during 2018. Education of all employees is one of the most important preventive actions in Hemofarm, because it enables them to identify possible hazards and apply protective actions against them.

During 2018, 1,285 trainings (2,108 in 2017) were carried out in the field of occupational health and safety, environmental protection, fire protection, accident prevention, and the compliance, and all employees passed the general knowledge test in the specified fields. They also participated in regular emergency evacuation exercises at the factories in Vršac, Šabac, and Dubovac, in accordance with the company in-house procedures. In addition, professional training for providing first aid (basic and advanced training), as well as professional training for safe operation of forklift trucks and other means of in-house transportation, professional training for work with tanks under pressure, as well as professional training for work in transformer substations, has been continued.

Hemofarm has equal approach to the occupational health and safety of its suppliers, as to its own employees. The solvency of business partners, fulfilment of legal conditions for work, as well as degree of compliance with occupational health and safety requirements are determined within regular audits. Therefore, prior to the beginning of cooperation, each supplier submits

<sup>25</sup> U skladu sa zakonskom regulativom i Pojedinačnim kolektivnim ugovorom o bezbednosti i zdravlju na radu.

<sup>26</sup> Na Intranetu se nalazi baza hemikalija sa uputstvima za bezbedno rukovanje i ponašanje u eventualnim opasnim situacijama, dostupna svim korisnicima.



porezu, izjave o poštovanju ljudskih prava i prava zaposlenih, zatim dokaze da su radnici prijavljeni, uz popunjavanje Kvalifikacionog i BSCI upitnika.<sup>27</sup> Tek nakon pozitivno ocenjenih upitnika, potpisuje se obavezujući Aneks o bezbednosti i zdravlju na radu, zaštiti životne sredine i zaštiti od požara. Tokom 2018. u Hemofarmu svakodnevno je bio prisutan veliki broj izvođača radova, a njihova bezbednost i zaštita zdravlja bile su na prvom mestu:

- u centralnom fabričkom kompleksu u Vršcu, boravilo je 216 firmi koje su izvodile neku vrstu radova sa oko 7.500 zaposlenih, dok je
- u šabačkom kompleksu taj broj iznosio oko 84 firme sa oko 4.000 zaposlenih.

Najveću nagradu za sav uloženi trud, kao i potvrdu da su složene procedure neophodne, predstavlja činjenica da nije bilo povreda na radu ni jednog od radnika izvođača radova.

Analizu stanja bezbednosti i zdravlja na radu u 2018. prikazuje sledeća tabela:

certificates of paid tax, statements on the observance of human rights and employees' rights, evidence that the workers have been registered, and fills out the Qualification and BSCI questionnaire<sup>27</sup>. Only after questionnaires have been positively assessed, the binding Annex on Occupational Health and Safety, Environmental Protection and Fire Protection is executed. During 2018, a large number of contractors were present in Hemofarm on a daily basis, and their safety and health protection were the top priority:

- there were 216 companies with about 7,500 employees who performed some type of works in the central factory complex in Vršac, while
- that number amounted to approximately 84 companies with about 4,000 employees in the Sabac complex.

The fact that none of contractors' workers suffered any injury at work represents the greatest recognition for all invested efforts, as well as a confirmation that the complex procedures are necessary.

An overview of the occupational safety and health status in 2018 is outlined in the following table:

Indikator performansi Performance Indicator	2016	2017	2018
<b>Broj zaposlenih</b> Headcount	<b>2.323</b>	<b>2.184</b>	<b>2.342</b>
<b>Broj povreda na radu</b> Broj povreda na radu	<b>21</b>	<b>19</b>	<b>14</b>
<b>Broj obuka/kurseva Služba za BiZ</b> Number of injuries at work	<b>4.601</b>	<b>2.108</b>	<b>1.285</b>
<b>% broja povreda u odnosu na ukupan broj zaposlenih</b> % of number of injuries compared to the total number of employees	<b>0.9</b>	<b>0.85</b>	<b>0.60</b>
<b>Prosečan broj dana odsustvovanja sa posla</b> Average number of days of absence from work	<b>26.6</b>	<b>31.7</b>	<b>62.3</b>
<b>Broj izgubljenih časova usled akcidenta na milion časova rada</b> Number of lost hours due to accidents per million working hours	<b>966.91</b>	<b>1061.92</b>	<b>855.89</b>
<b>Broj registrovanih nebezbednih događaja</b> Number of recorded near misses	<b>20</b>	<b>30</b>	<b>67</b>

Svaki zaposleni je ostvario 1.776 sati rada (222 radna dana), što je ukupno 4.159.392 sata rada (za svih 2.342 zaposlenih). Izgubljeno je 445 radnih dana<sup>28</sup> (3.560 radnih sati) usled

Each employee achieved 1,776 working hours (222 working days), which totals 4,159,392 working hours (for all 2,342 employees). There were 445 working days<sup>28</sup> (3,560 working hours) lost due to injuries.

<sup>27</sup> Ove upitnike popunjavaju svi novi dobavljači koji su bili potencijalni poslovni partneri Hemofarma u 2018. godini. Pored toga, u skladu sa specifičnim potrebama, potencijalni izvođači radova dužni su da dostave i potvrde o obukama za bezbedan i zdrav rad, lekarska uverenja, polise osiguranja, stručne nalaze, elaborate, procedure, pravilnike...

<sup>28</sup> Broj izgubljenih časova usled akcidenta na milion časova rada smanjen je za 19,4% u odnosu na 2017. godinu.

<sup>27</sup> These questionnaires were filled out by all new suppliers who were potential business partners to Hemofarm in 2018. In addition, in accordance with the specific needs, potential contractors are required to submit also safe and healthy work training certificates, medical certificate, insurance policies, expert findings, elaborated studies, procedures, rule books...

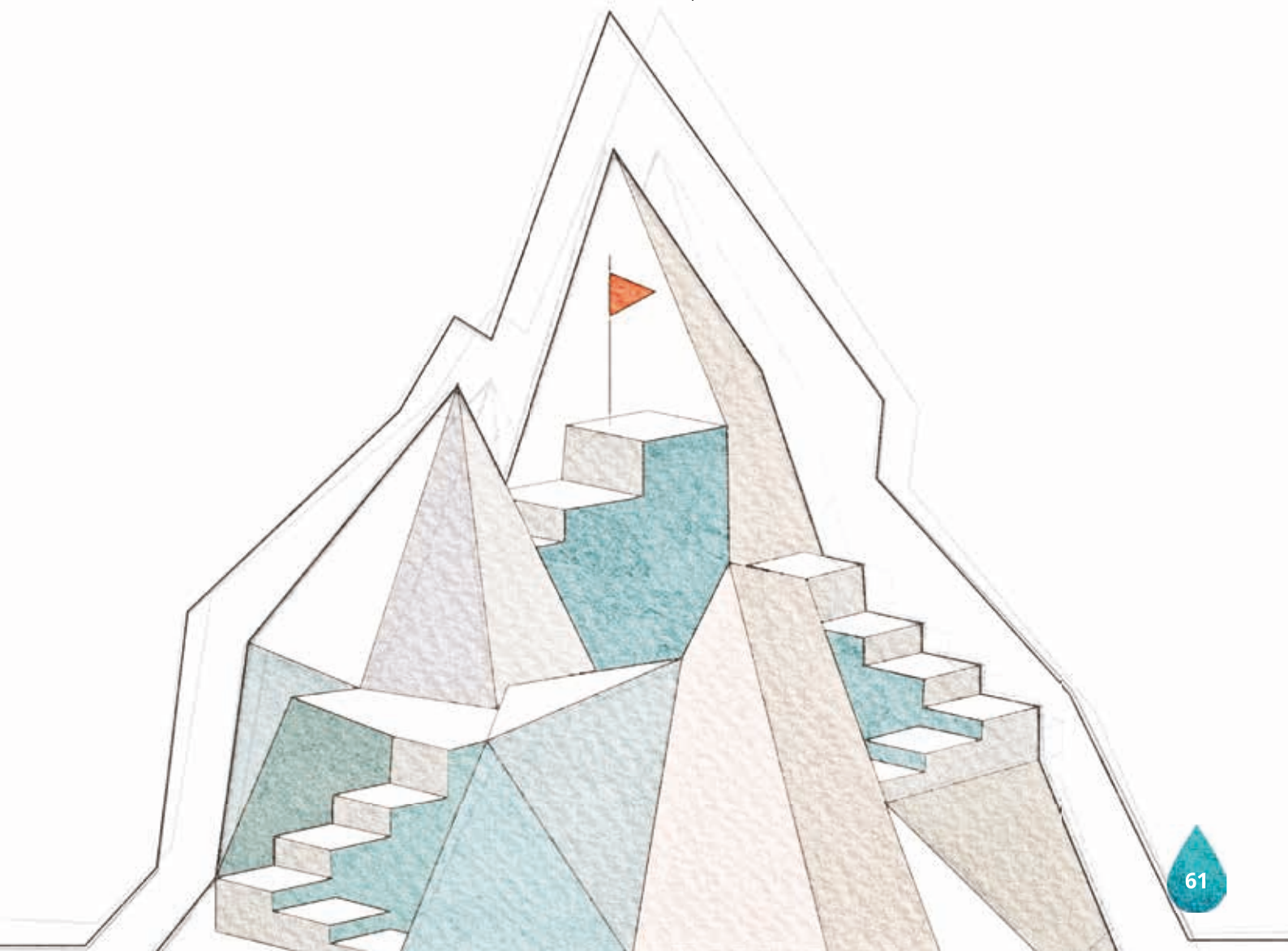
<sup>28</sup> Number of lost hours due to accidents per million hours of work was decreased by 19.4% compared to 2017.

povreda. U odnosu na 2017. godinu zabeleženo je smanjenje ukupnog broja povreda za 9,5% OKO 30%, uz smanjenje procenta povređenih radnika u odnosu na ukupan broj zaposlenih za 5,5%. Pored toga, pohvalna je i činjenica da je broj registrovanih nebezbednih događaja povećan za 123%, što nije posledica manje bezbednosti u Hemofarmu, već upravo višeg nivoa svesti zaposlenih, zahvaljujući edukaciji o ovoj važnoj temi, što je presudan aspekt prevencije.

U toku 2018. godine započelo je izveštavanje sa drugačijim indikatorima performansi procesa. Svrha izračunavanja stopa je dobijanje uniformnih rezultata koji se računaju na 200.000 radnih sati i prosečan broj radnih dana u mesecu (18,5), a dobijeni rezultati su uporedivi za sve lokacije STADA grupe. Takođe, ovi indikatori su u saglasnosti sa zahtevima novog standarda bezbednosti i zdravlja na radu, ISO 45001:2018, koji će biti implementiran u toku 2019. na Hemofarmovim proizvodnim lokacijama.

A decrease in the total number of injuries by approximately 30% was recorded, with a decrease in the percentage of injured workers in relation to the total headcount by 5.5%, compared to 2017. In addition, the fact that the number of registered near misses increased by 123% is also commendable, which is not the result of lower security in Hemofarm, but rather quite the opposite, of an increased level of awareness of employees, owing to the education on this important topic, which is a crucial aspect of prevention.

Reporting with different process performance indicators started during 2018. The purpose of calculating the rates is to obtain uniform results calculated per 200,000 working hours and average number of working days per month (18.5), and obtained results are comparable across all STADA group sites. These indicators are also in compliance with the new Occupational Health & Safety standard ISO 45001:2018, which will be implemented at Hemofarm's manufacturing sites during 2019.



	2016	2017	2018	
<b>Broj zaposlenih u Hemofarmu / Headcount in Hemofarm</b>				
<b>Broj zaposlenih sa punim radnim vremenom</b> Full-time employees	2.323	2.184	2.341	Izvođači radova: Contractors: 216
<b>Broj zaposlenih sa pola radnog vremena</b> Part-time employees	0	0	1	
<b>Akcidenti / Near Miss / Accidents / Near Miss</b>				
<b>Broj akcidenata sa fatalnim ishodom ili veoma teškim posledicama (gubitak ekstremiteta) na radu u posmatranom vremenskom periodu (ne računaju se povrede na radu prilikom dolaska i odlaska sa posla)</b> Number of accidents resulting in a fatality or major injury (amputation) at work during the observed period (accidents while commuting to work are excluded)	0	0	0	0
<b>Ukupan broj povreda na radu sa izgubljenim radnim danima (ne računaju se povrede na radu prilikom dolaska i odlaska sa posla)</b> Total number of injuries at work with lost time (accidents while commuting to work are excluded)	21	19	14	0
<b>Ukupan broj incidenata bez izgubljenog vremena (sitne povrede koje su sanirane pružanjem prve pomoći i dolazak hitne pomoći- zaposleni nastavljaju sa radom posle zdravstvene intervencije)</b> Total number of accidents without lost time (minor injuries remedied by providing first aid and emergency service - employees continue to work after a medical intervention)	0	0	6	0
<b>Ukupan broj near miss (uključujući near miss, nebezbedno stanje, nebezbedan događaj, nebezbedno ponašanje)</b> Total number of near miss reports (including near miss, unsafe condition, unsafe event, unsafe behaviour)	20	30	67	0
<b>Ukupan broj izgubljenih radnih dana usled povreda na radu (ne računaju se izgubljeni radni dani usled povreda na radu prilikom dolaska i odlaska sa posla)</b> Total number of lost working days resulting from injuries at work ((lost working days due to accidents while commuting to work are excluded)	567	603	445	0
Ukupan broj izgubljenih radnih dana usled povreda na radu Total number of working hours for all employees	4.125.648	3.878.784	4.158.504	

<b>Izračunate vrednosti / Calculated numbers</b>				
<b>OSHA stopa incidenata sa izgubljenim radnim vremenom</b> OSHA incident rate with lost time	1,0	1,0	0,7	0
<b>Stopa Near miss događaja</b> Near miss rate	1,0	1,5	3,2	0



U okviru Hemofarma dostupni su i stručni saradnici za pružanje psihosocijalne podrške zaposlenima i njihovim porodicama, kako bi na najkvalitetniji način izbalansirali svoju karijeru sa porodičnim životom i tako se potpunije ostvarili na oba polja. Kompanija, pored direktnih ulaganja<sup>29</sup>, brinući o unapređenju zdravlja svojih zaposlenih, nudi i niz dodatnih beneficija: osiguranje od posledica nesrećnog slučaja (svih 24h, i na radu i van rada, uključujući nastanak invaliditeta ili gubitak života), dobrovoljni penzioni fond<sup>30</sup> (zarad dobrih uslova života i po odlasku u penziju), dobrovoljno zdravstveno osiguranje (namenjeno svim zaposlenima a pokriva troškove lekova, specijalističkih pregleda, lečenja, operacija i sl.), kao i Fond solidarnosti (finansiranje rada sportskih sekcija i rekreacije zaposlenih; pomoć usled bolesti i bolovanja dužeg od 6 meseci; pomoć zaposlenom za rođenje i usvojenje deteta, pomoć samohranim roditeljima, pomoć zaposlenom prilikom smrti člana uže porodice...). U Hemofarmu, u okviru Fonda solidarnosti, već godinama funkcioniše i Sekcija dobrovoljnih davalaca krvi, u okviru koje je u svakom trenutku aktivno između 400 i 500 davalaca. Pored toga i Samostalni sindikat raspolaže sredstvima za organizovanje rekreacija, sportskih sekcija i sportskih susreta zaposlenih, pružanje pomoći u kriznim situacijama, kao i za kontinuirano održavanje i unapređenje prava radnika uopšte.

There are also expert associates available within Hemofarm for providing psychosocial support to employees and their families in order to balance their career and family life in the best quality manner, and thus achieve full potential in both fields. In addition to direct investments<sup>29</sup>, taking care of improving the health of its employees, the company also offers a number of additional benefits: insurance against consequences of an accident (24/7, both at work and out of work, including the occurrence of disability or loss of life), voluntary pension fund<sup>30</sup>(for good living conditions also upon retirement), voluntary health insurance (intended to all employees, covering costs of medicines, specialist examinations, treatment, surgical interventions, etc.), as well as Solidarity Fund (financing the work of sports sections and recreation of employees, financial aid for illness and sick leave longer than 6 months, financial aid to an employee for birth and adoption of a child, assistance to single parents, assistance to an employee in case of death of a close family member...). The Voluntary Blood Donor Section, with between 400 and 500 active donors at all times, has been functioning for years within the Hemofarm Solidarity Fund. In addition, the Autonomous Trade Union also has available funds for organizing recreational events, sports sections, and sports gatherings of employees, providing assistance in crisis situations, as well as continuous maintenance and improvement of the employees' rights, in general.

<sup>29</sup> Koja obuhvataju: periodične lekarske preglede za određene poslovne pozicije, redovne sanitarne i oftalmološke preglede, saradnju sa medicinom rada, osposobljavanje za pružanje prve pomoći, ispitivanje uslova radne sredine, opreme za rad i sredstava i opreme lične zaštite, itd.

<sup>30</sup> Kompanija uplaćuje 2.000 dinara mesečno zaposlenima koji su u neprekidnom radnom odnosu duže od tri godine, a koji iz svojih sredstava uplaćuju najmanje 1.000 dinara u ovaj fond.

<sup>29</sup> They include: periodical medical examinations for certain business positions, regular sanitary and ophthalmological examinations, cooperation with occupational medicine, first aid training, testing the working environment conditions, equipment for work and personal protection means and equipment, etc.

<sup>30</sup> The company pays RSD 2,000 dinars per month to employees who have been employed longer than three years without interruptions, and who pay minimum RSD 1,000 of their funds to this fund.



# INTEGRITY



# Šta je za nas integritet

## What integrity means to us

103-1	103-2	103-3
202-1		
301-3		
401-1	401-2	401-3
404-1	404-2	404-3
405-1	405-2	
410-1		
412-1	412-2	412-3
416-1	416-2	
417-1	417-2	417-3

Svako od nas postupa etički u skladu sa internim i eksternim standardima. Otvoreno iskazujemo mišljenje i uzajamno se poštujemo u svemu što radimo.

Institucija, kompanija ili brend koji uživaju najviši nivo integriteta ulivaju najveće poverenje ljudima kojima žele da se obrate savetima o dobrom zdravlju i blagostanju (UN Cilj br. 3) ili obrazovanju (UN Cilj br. 4). Upravo u tom integritetu leži smisao! Zato je Hemofarm siguran sagovornik na temu prevencije, kao osnove zdravlja, kao i kada je reč o razvoju zdravih životnih stilova! Takođe, isti taj integritet omogućava kompaniji da bude relevantan zagovornik i sagovornik o konceptu dualnog obrazovanja. Čvrsto verujući u suštinu dualnog obrazovanja, Hemofarm nudi praktična znanja i praksu mladima, koji su budući eksperti, kroz saradnju sa stručnjacima Hemofarmovih tehničkih operacija i drugih sektora.

Materijalne teme, koje su u fokusu, prema strateškom pristupu poslovanju i vezane za ovu vrednost su:

- Odgovoran **MARKETING** i transparentne **KOMUNIKACIJE** uz maksimalnu dostupnost informacija
- Razvoj **PORTFOLIJA** i optimizacija **PALETE PROIZVODA**

Each and every one of us acts ethically in line with the company's internal and external standards. Our actions are led by speaking up and respect.

Institution, company or brand with the highest degree of integrity appears as most trustworthy to the people whom they wish to address with advice on good health and well-being (UN Goal 3) or education (UN Goal 4). The essence is in this very integrity! This is why Hemofarm is a reliable counterpart for discussing prevention as the basis of good health, as well as when it comes to development of healthy life styles! In addition, this very integrity empowers the company to be a relevant advocate and interlocutor on the subject of dual education concept. Firmly believing in the essence of dual education, Hemofarm offers practical knowledge and internship to young people, future experts, through collaboration with the professionals from Hemofarm Technical Operations and other divisions.

The materiality topics in focus, according to strategic approach to business, with regard to this value include:

- Responsible **MARKETING** and transparent **COMMUNICATIONS** with maximum availability of information
- **PORTFOLIO** development and **PRODUCT RANGE** optimization



- Ostvarivanje KVALITETA i BEZBEDNOSTI PROIZVODA prema farmaceutskim standardima
- Razvoj i registracija NOVIH PROIZVODA koji su savremeni, komforni i pouzdani
- Uvažavanje potreba i ZADOVOLJSTVA KORISNIKA PROIZVODA uz proaktivan odnos prema reklamacijama
- Motivacija i edukacija ZAPOSLENIH i kontinuirani razvoj KORPORATIVNE KULTURE
- Achieving PRODUCT QUALITY and SAFETY in line with pharmaceutical standards
- Development and registration of NEW PRODUCTS that are contemporary, comfortable and reliable
- Respecting the needs and SATISFACTION OF PRODUCT USERS with proactive attitude to complaints
- Motivation and education of EMPLOYEES and continuing development of CORPORATE CULTURE

## Odgovorani marketing i transparentne i pouzdane komunikacije

### Responsible marketing and transparent and reliable communications

S obzirom na to da je Cilj broj 3 održivog razvoja – dobro zdravlje i blagostanje, najvažniji cilj Hemofarma, kompanija na mnogobrojne načine teži da doprinese njegovom ispunjavanju. Jedan od možda najznačajnijih načina je pomeranje fokusa sa lečenja na prevenciju, što je kompanija već uradila, posebno kroz edukaciju opšte i stručne javnosti i zalaganje za razvoj zdravih životnih stilova. Takav pristup svakog pojedinca uključuje u menadžment sopstvenog zdravlja, dok istovremeno rasterećuje javni zdravstveni sistem. Farmaceutski marketing za Hemofarm predstavlja visokoetičku kategoriju marketinga i svaka informacija koja se komunicira u vezi sa proizvodima iz Hemofarmovog portfolija, osim što je usklađena sa zakonskim okvirima, proverena je, potvrđena i podržana odgovarajućim naučnim referencama. Zato ne iznenađuje činjenica što novi slogan, koji je uveden za celu STADA Grupu, glasi: Naša misija – Vaše zdravlje.

As Goal 3 of sustainable development – good health and well-being - is the most important goal of Hemofarm, company strives in numerous ways to contribute to its achievement. Perhaps one of the most important ways to do it is to shift focus from treatment to prevention, which the company has already done, especially by educating general and professional public and advocating for development of healthy lifestyles. Such an approach involves each individual in managing their own health, while simultaneously reducing the burden on the public healthcare system. Pharmaceutical marketing for Hemofarm is a highly ethical category of marketing and every piece of information communicated with regard to products from Hemofarm portfolio, apart from being harmonized with the legal framework, has been checked, confirmed and supported by adequate scientific references. It is, therefore, not surprising that the new slogan, introduced for the entire STADA Group, is: Our mission – Your health.

Hemofarm se svesrdno zalaže za predstavljanje terapijskih prednosti, namene i upotrebe farmaceutskih proizvoda, kroz aktivan dijalog sa svim zainteresovanim stranama, a posebno lekarima i farmaceutima. Istovremeno, kompanija podstiče javnost na prijavu svih potencijalnih, pa čak i najmanjih, sumnji na neželjeno dejstvo leka. Sa tim u vezi, kompanija se zalaže i da odgovorno konzumiranje lekova, koje je u skladu sa zakonskim normama i bazirano isključivo na stručnom autoritetu medicinskih profesionalaca, što je posebno važno kada je u pitanju odgovorno konzumiranje antibiotika. Hemofarm vidi veliku šansu u većoj upotrebi digitalnih platformi i alata, tj. digitalizaciji uopšte, usmerenoj ka bližem upoznavanju pacijenata sa pravilnom upotrebom lekova, podsećanju da na vreme uzmu lek, ali i pružanju zdravih saveta, te dvosmernog komuniciranja sa lekarima i farmaceutima. Sve to zajedno, značajno može da unapredi delotvornost lekova, u čijoj osnovi se nalazi ispravna i pravovremena konzumacija propisane terapije.

Primarna delatnost Hemofarma je proizvodnja kvalitetnih, efikasnih, bezbednih i dostupnih farmaceutskih proizvoda, koji su namenjeni brizi o zdravlju ljudi. Jedna od najvažnijih uloga u tome pripada savremenoj, pouzdanoj i širokoj paleti proizvoda, koju kompanija neprekidno optimizuje. Hemofarm je lider na domaćem farmaceutskom tržištu u konkurenciji od 26 domaćih proizvođača i 34 distributera, sa učešćem od 26,19% naturalno, tj. 12,03% vrednosno.

Hemofarm is fully committed to presenting therapeutic advantages, indications and use of pharmaceutical products through an active dialogue with all stakeholders, especially doctors and pharmacists. At the same time, the company encourages the public to report all possible, even the smallest, suspected adverse drug events. In this regard, the company advocates for responsible drug consumption, in line with legal regulations and based solely on expert authority of medical professionals, which is especially important when it comes to responsible use of antibiotics. Hemofarm sees a great opportunity in the increasing use of digital platforms and tools, i.e. digitization in general, aimed at familiarizing patients with proper use of medicines, reminding them to take the medicine on time, but also providing health-related advice, and two-way communication with doctors and pharmacists. All this together can significantly improve the efficacy of medicines, which basically depends on proper and timely administration of the prescribed therapy.

Hemofarm's core activity is the production of good-quality, efficient, safe and affordable pharmaceutical products, intended for care of the people's health. One of the most important roles here belongs to contemporary, reliable and extensive product range, which is being continuously optimized by the company. Hemofarm is the leader in the local pharmaceutical market competing with 26 domestic manufacturers and 34 distributors, with a share of 26.19% in packs, i.e. 12.03% in value terms.

# 12

PROMETUJEMO PREPARATE U 12 (OD 14) FARMAKOTERAPIJSKIH GRUPA PO ATC KLASIFIKACIJI

WE SELL PRODUCTS IN 12 (OUT OF 14) PHARMACOTHERAPEUTIC GROUPS BY ATC CLASSIFICATION



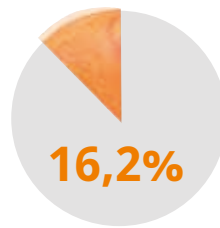
PORTFOLIO FOKUSIRAN NA NAJBITNIJE FARMAKOTERAPIJSKE GRUPE, POPUT PREPARATA ZA KARDIOVASKULARNE BOLESTI, ANTIBIOTIKE I NEURO-PSIHIJATRIJSKE PREPARATE

PORTFOLIO FOCUSED ON THE MOST IMPORTANT PHARMACOTHERAPEUTIC GROUPS, SUCH AS DRUGS FOR CARDIOVASCULAR DISEASES, ANTIBIOTICS AND NEURO-PSYCHIATRIC MEDICINES



U PORTFOLIJU IMA **415 PROIZVODA** RAZLIČITIH FORMI I DOZA

THE PORTFOLIO CONTAINS **415 PRODUCTS** IN DIFFERENT FORMS AND DOSAGES



PREPARATI KOJI SE IZDAJU BEZ LEKARSKOG RECEPTA (OTC), ZAUZIMAJU LIDERSKU POZICIJU NA FARMACEUTSKOM TRŽIŠTU SRBIJE, SA UDELOM OD 16,2%, VREDNOSNO

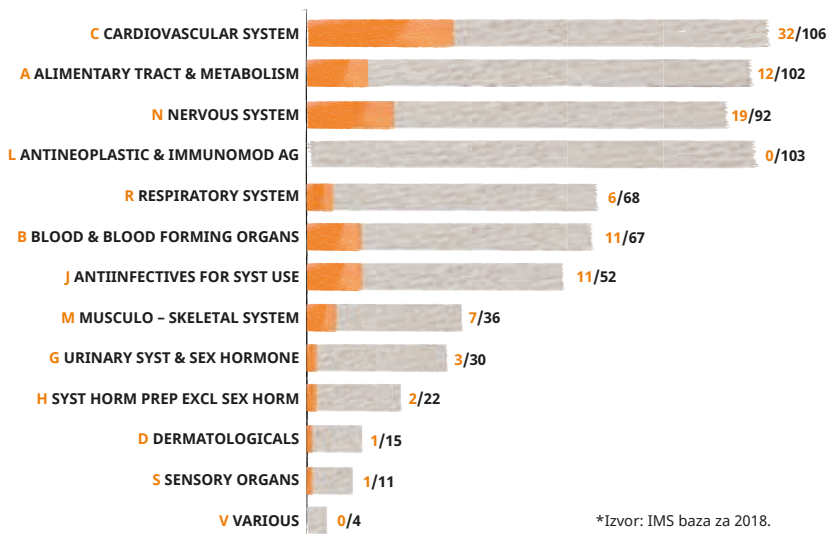
OTC MEDICINES ARE IN THE LEADING POSITION IN THE SERBIAN PHARMA MARKET, WITH A SHARE OF 16.2% IN VALUE TERMS

Hemofarm svoju podršku zdravstvenom sistemu iskazuje i kroz bogat portfolio farmaceutskih proizvoda koji odgovaraju upravo kliničkoj slici Srbije, odnosno potrebama stanovništva i pacijenata.

Hemofarm shows its support to the healthcare system by maintaining an extensive portfolio of pharmaceuticals which precisely match the clinical image of Serbia, that is, the needs of citizens and patients.

**PREPARATI HEMOFARMA U ODNOSU NA OSTALE PROIZVOĐAČE (U MLN EUR)\*:**

HEMOFARM PRODUCTS COMPARED TO OTHER MANUFACTURERS (IN EUR MIO)\*:



\*Izvor: IMS baza za 2018.

**VODEĆI PREPARATI NA TRŽIŠTU SRBIJE KOJI SE IZDAJU NA RECEPT (RX, PO INN-U)\* SU:**

LEADING RX PRODUCTS (BY INN) IN THE SERBIAN MARKET ARE:

- BROMAZEPAM
- METFORMIN
- DICLOFENAC
- LORAZEPAM
- BISOPROLOL
- AMOXICILLIN, CALVULANIC ACID
- METOPROLOL
- AZITHROMYCIN
- ENALAPRIL
- PROPAFENONE

**VODEĆI OTC PREPARATI NA TRŽIŠTU SRBIJE SU:**

LEADING OTC PRODUCTS IN THE SERBIAN MARKET ARE:



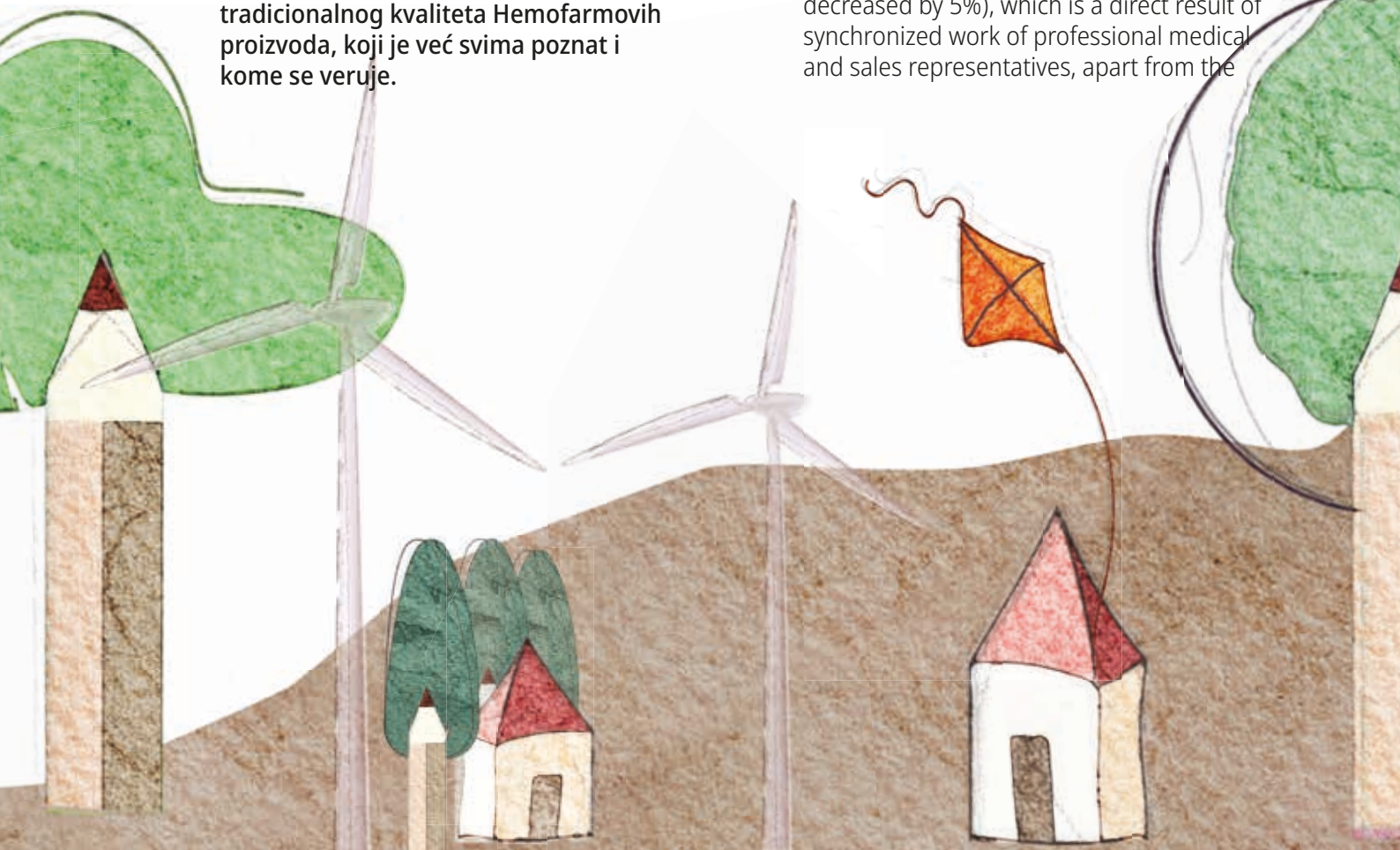


U cilju maksimalnog doprinosa zdravlju ljudi i unapređenju kvaliteta života, Hemofarmove marketinške aktivnosti u 2018. rezultirale su značajnim poslovnim uspesima, koji, pored ostalog, obuhvataju i sledeće:

- Rast proizvodnje ispratio je i rast prodaje, čemu su značajno doprinele i Hemofarmove marketinške, promotivne i prodajne aktivnosti; stručni i agilni timovi dva važna sektora - marketinga i prodaje, pored pouzdanog predstavljanja karakteristika i primene proizvoda radi unapređenja terapije i prevencije, bili su prava podrška svim učesnicima domaćeg farmaceutskog tržišta u cilju njegovog što boljeg osnaživanja, a na zadovoljstvo pacijenata čija terapija treba da bude što komfornija i delotvornija.
- Lansirano je 7 novih proizvoda, u različitim formama i dozama, od kojih su 3 jedinstveni na tržištu.
- Ostvaren je i konstantan rast tržišnog udela i u grupama proizvoda koje su u padu (Pressing raste 10,5% a tržište antihistaminika pada 5%), što je direktan rezultat sinhronizovanog rada stručnih medicinskih i prodajnih saradnika, pored tradicionalnog kvaliteta Hemofarmovih proizvoda, koji je već svima poznat i kome se veruje.

In order to give maximum contribution to people's health and improvement of life quality, Hemofarm's marketing activities in 2018 resulted in significant business success, including, among others, the following:

- Sales growth kept pace with production growth, whereby marketing, promotional and sales activities of Hemofarm contributed to this significantly; professional and agile teams of two important divisions - marketing and sales, in addition to reliable presentation of product characteristics and administration in order to promote therapy and prevention, were a true support to all participants in the local pharmaceutical market in making it stronger, to the satisfaction of patients whose therapy should be as comfortable and effective as possible.
- 7 new products were launched, in different forms and dosages, out of which 3 are unique in the market.
- Constant growth of market share has been achieved also in product groups which experience decline (Pressing recorded a growth of 10.5% while antihistamine market decreased by 5%), which is a direct result of synchronized work of professional medical and sales representatives, apart from the



- Povećano učešće OTC/CHC proizvoda u odnosu na Rx za 5% - za pacijente je to korak bliže prevenciji, a za kompaniju mogućnost ostvarivanja stabilnije prodaje
- Povećanje prodaje proizvoda ostvareno je i kroz komercijalne i druge akcije uz pomoć Velexfarm call centra, što je praćeno smanjenim operativnim troškovima (rast 13%, smanjena davanja za 5%)
- Dodatno je unapređen, usklađen i učinjen atraktivnijim i sveukupni vizuelni identitet medijskih kampanja, čime je ostvarena jedinstvenost i prepoznatljivost Hemofarmovih proizvoda u odnosu na konkurenciju; to olakšava izbor proizvoda od strane korisnika, sa punom sigurnošću da iza njih stoji renomirani domaći proizvođač, uz jasne savete čemu služi svaki konkretan proizvod, u skladu sa zakonom.
- Povećano je prisustvo na digitalnim medijima i društvenim mrežama, kada je promocija OTC/CHC proizvoda u pitanju; proizvodi su praktično tamo gde su konzumenti, uz nikad intenzivnije mogućnosti ostvarivanja kvalitetne i kontinuirane dvosmerne komunikacije; jedan od najboljih primera je i zalaganje za razvoj svesti ljudi i podrška u odvikavanju od pušenja, uz mnoštvo saveta, tehnika i konkretnih preporuka, uz neizostavni duh kolektivne podrške, koji je kreirao čitavu jednu zajednicu ljudi okupljenih oko digitalnih kanala Tabex-a, preparata koji pomaže upravo u odvikavanju od konzumiranja cigareta.
- Nastavljena je edukacijom lekara i farmaceuta kroz programe kontinuiranih medicinskih edukacija, kao i edukacija korisnika proizvoda. Jedan od primera je edukacija o potrebi dodatne zaštite od sunca u letnjim mesecima,

traditional quality of Hemofarm products, which is already widely known and trusted.

- Increased share of OTC/CHC products compared to Rx by 5% - for patients it is a step closer to prevention, and for the company an opportunity to achieve more stable sales
- Sales growth was also achieved by commercial and other promotions with the help of Velexfarm call centre, accompanied by reduced operating costs (growth 13%, reduced rebates by 5%)
- The overall visual identity of media campaigns was additionally improved, harmonized and made more attractive, which led to uniqueness and recognisability of Hemofarm products when compared to competition; this makes it easier for the user to choose the product, with the utmost confidence that it comes from a renowned domestic manufacturer, with clear advice for use of each specific product, in accordance with the law.
- Presence in digital media and social networks has been increased, regarding promotion of OTC / CHC products; products are practically where consumers are, with ever more intensive possibilities of achieving high-quality and continuous two-way communication; one of the best examples is support to raising people's awareness and helping them quit smoking, with a lot of advice, techniques and practical recommendations, along with the indispensable spirit of collective support, which created an entire community of people gathered





radi smanjivanja štetnog uticaja UVA i UVB zraka, kao i IR zračenja, sa preporukama za primenu jedne od najboljih linija proizvoda za zdravo sunčanje na svetu – Ladival, kao i dva najnovija „Aktiv“ oblika, koji najbolje do sada štite od sunca, a istovremeno omogućavaju tamniji ten, na zdrav način (za tu namenu kompanija je uradila jedinu studiju o UVA/UVB/IR zračenju prevenciji). Osim toga, tokom protekle godine dosta pažnje je posvećeno i opštoj edukaciji o značaju konzumiranja probiotika uz antibiotike, radi normalizacije crevne mikroflore i dovođenja organizma u optimalno stanje nakon zapaljenskih procesa i drugih bolesti lečenih antibiotskom terapijom.

Važno je napomenuti da je čitav pravni sektor, a posebno menadžer za usaglašenost poslovanja, od 2018. aktivno uključen u sve aktivnosti koje su vezane za marketing Hemofarma. Na taj način, kompanija štiti i sopstvene interese, ali ravnopravno i interese svih uključenih strana – od stručne javnosti do krajnjih potrošača i pacijenata.

Kada je u pitanju komunikacija sa zainteresovanim stranama, kompanija na prvo mesto stavlja transparentnost i naravno agilnost. Upravo je komunikacija jedan od sastavnih delova farmaceutske industrije, zato što je utkana u sve faze nastanka proizvoda, a posebno u okviru njegovog tržišnog životnog ciklusa. Za kompaniju je izuzetno važna reputacija domaćeg farmaceutskog tržišnog lidera, koja je pažljivo razvijana čitavih 60 godina i koja se bazira prvenstveno na kvalitetu Hemofarmovih proizvoda. Zato Sektor za korporativne poslove

around the digital channels of Tabex, the product which helps precisely in quitting smoking.

- Educating doctors and pharmacists was continued through CME programmes, as well as education of product users; one of the examples includes education on the need for additional protection from the sun during summer, in order to reduce harmful effects of UVA and UVB rays, as well as IR radiation, with recommendations for use of one of the best sunscreen product ranges in the world – Ladival, as well as two latest Aktiv forms, which offer the best sun protection so far, and at the same time allow healthy tanning (for this purpose, the company conducted a study on UVA/UVB/IR radiation and prevention); additionally, during the past year much attention was paid to general education on the importance of taking probiotics together with antibiotics to balance intestinal microflora and restore the optimal condition of the body after inflammations and other diseases treated with antibiotics.

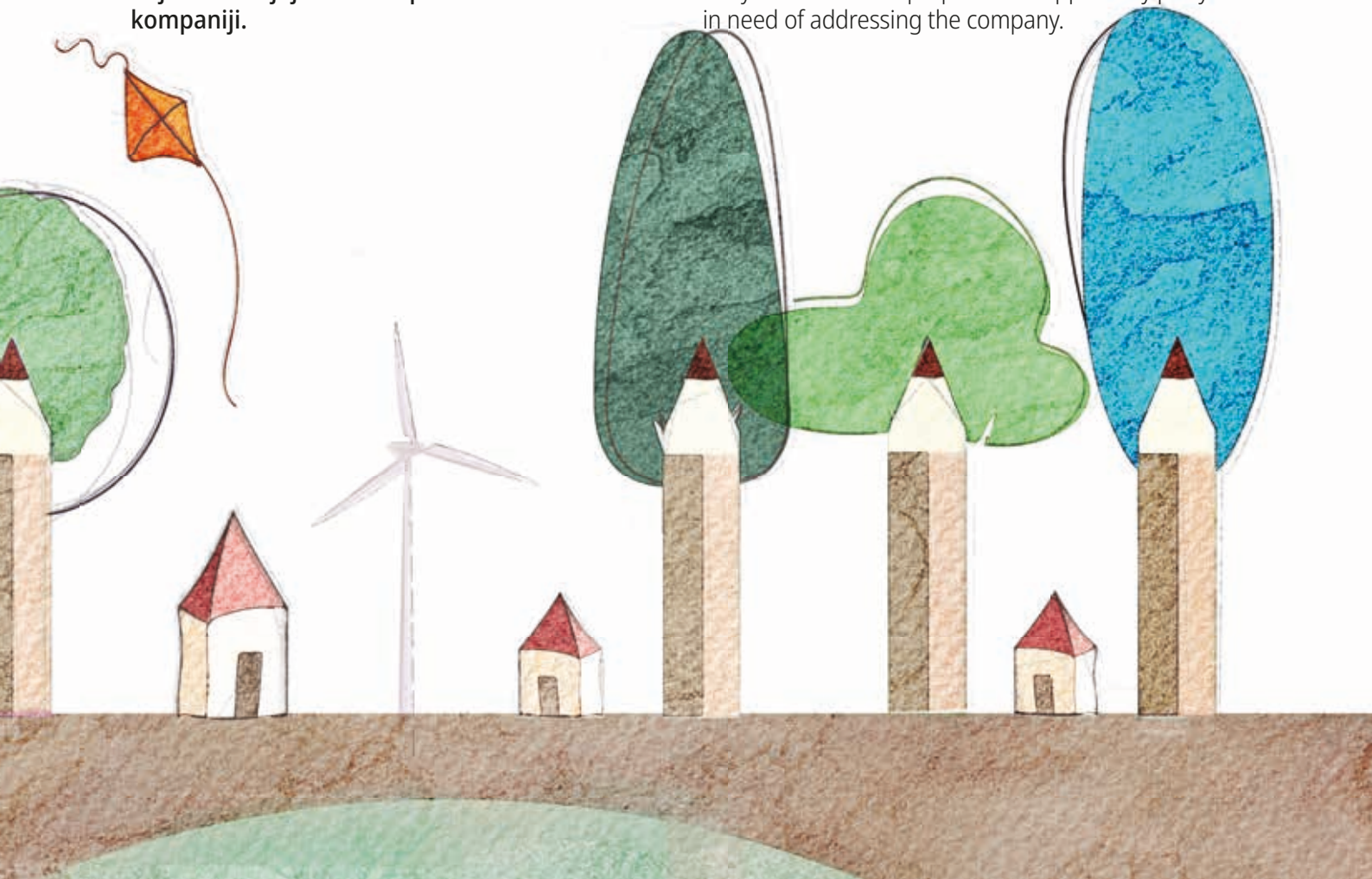
It is important to emphasize that the entire Legal Affairs Division, and Compliance Manager in particular, has been actively involved since 2018 in all marketing-related activities in Hemofarm. Thereby, the company protects its interests, but at the same time equally protects the interests of all stakeholders – from professional public to end users and patients.

When communication with stakeholders is concerned, the company puts transparency and, of course, agility at the forefront. Communication is one of the integral parts of pharmaceutical industry, because it is embedded in all phases of creating a product, especially within its market lifecycle. Reputation of the local pharmaceutical market leader, carefully developed over the entire



i komunikacije Hemofarma ne pravi razliku u odgovaranju na potrebe za informacijama kako interne, tako i eksternih javnosti, jer upravo kvalitetna, pravovremena i tačna informacija predstavljaju jedan od ključnih stubova zdravlja. Takođe, podrška medijima u vidu relevantnih stručnih informacija predstavlja dodatni vid osnaživanja domaćeg zdravstvenog sistema. Hemofarm nudi pregršt načina za uspostavljanje dijaloga sa svim zainteresovanim stranama, koji uključuju i: info linije u Vršcu – 013/803100 i Beogradu – 011/3811200, a koje su vidno navedene na svim kanalima komunikacije, zatim korporativni sajt dostupan na adresi [www.hemofarm.com](http://www.hemofarm.com), mejl za sva pitanja unutar ili van kompanije [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com), kao i „svako dobro Hemofarm“ profile na društvenim mrežama Fejsbuk, Instagram, Tviter i Jutjub. Pored toga što su svi zaposleni obučeni za prijem informacija o neželjenom dejstvu lekova iz Hemofarmove palete, radi suštinske i strateške preventive i smanjivanja bilo kakvih rizika primene na minimum. Zaposleni u sektoru komunikacija posebno su motivisani i spremni da budu podrška svakoj zainteresovanoj strani kojoj se ukaže potreba da se obrati kompaniji.

period of 60 years and based primarily on the quality of Hemofarm products, is extremely important for the company. Hemofarm's Corporate Affairs and Communications Division therefore makes no difference when responding and providing requested information, to both internal and external public, as good-quality, timely and accurate information is one of the key pillars of health. Likewise, support to the media in the form of relevant professional information is another way of strengthening the local healthcare system. Hemofarm offers numerous ways to establish dialogue with all stakeholders, including: info telephone lines in Vršac – 013/803100 and Belgrade – 011/3811200, visibly shown in all communication channels, then the corporate website available at [www.hemofarm.com](http://www.hemofarm.com), email for any questions within or outside the company [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com), and also 'svako dobro Hemofarm' profiles on social networks Facebook, Instagram, Twitter, and YouTube. Apart from all employees being trained to receive information on adverse reactions to medicines from Hemofarm product range, in order to essentially and strategically prevent and reduce any risks of use to a minimum, employees in communications division are especially motivated and prepared to support any party in need of addressing the company.



# Upravljanje kvalitetom je garancija razvoja

## Quality management is the key enabler of development

Kvalitet je jedan od ključnih vrednosti i principa Hemofarma, koji se iskazuje stalnim usklađivanjem i poboljšanjem sistema menadžmenta kvalitetom u skladu sa smernicama Dobre proizvođačke prakse (GMP), zahtevima ISO standarda i smernicama koje se odnose na proizvodnju i promet lekova i medicinskih sredstava.

Prioritet zaposlenih u Sektoru kvaliteta Hemofarma jeste rad na unapređivanju zdravlja korisnika proizvoda i poboljšanju njihovog kvaliteta života. Neprestano se traga za novim načinima unapređivanja veština i znanja kako bi se kroz razvoj zaposlenih razvijao i sistem kvaliteta. Poštuju se zakonski zahtevi i zahtevi međunarodnih standarda. Aktivno se radi na komunikaciji i uspostavljanju saradnje sa regulatornim autoritetima i drugim farmaceutskim kompanijama, kako domaćim tako i inostranim. Hemofarmovi eksperti se upoznaju sa zahtevima novih tržišta gde postoji interes za plasman proizvoda iz Hemofarma, a zatim se specifičnosti regulative novih zemalja i partnera ugrađuju u procedure i elemente sistema kvaliteta Hemofarma.

Tokom 2018. godine, interdisciplinarni tim Sektora kvaliteta, zadužen za obezbeđivanje kvaliteta (QA) i kontrolu kvaliteta (QC) uspešno je realizovao mnoge zadatke i projekte, u koje spadaju:

- Globalni FMD projekat, jedan od najznačajnijih u STADA Grupi, za uvođenje mera bezbednosti protiv falsifikovanja

Quality is one of the key values and principles of Hemofarm demonstrated by constant harmonization and improvement of quality management system according to the guidelines of Good Manufacturing Practice (GMP), requirements of ISO standards and guidelines pertaining to production and sales of medicines and medical devices.

Work on improving the health of product users and enhancing their quality of life is the priority of employees in Hemofarm Quality Division. New ways of increasing knowledge and skills are sought after constantly, so that the quality system could be developed through development of employees. Legal requirements and requirements of international standards are adhered to. Communication and establishing of cooperation with regulatory authorities and other pharmaceutical companies, local as well as international, are actively pursued. Experts from Hemofarm investigate requirements in new markets in which there is interest in selling Hemofarm products. After that, specifics of regulatory requirements of these new countries and partners are embedded in procedures and elements of Hemofarm quality system.

During 2018, interdisciplinary team of Quality Division, responsible for Quality Assurance (QA) and Quality Control (QC) successfully implemented many tasks and projects, including:

- Global FMD project, one of the most significant in STADA Group, for introducing safety measures against counterfeiting medicines



lekova na tržištu EU. Stupanje na snagu EU regulative u februaru 2019. je veliki izazov za celu kompaniju. Sektor kvaliteta je imao značajnu ulogu u projektu u delu prilagođavanja više od dve hiljade komponenti pakovnog materijala novom načinu obeležavanja - serijalizaciji i kontroli prvog otvaranja – „temper evident“.

- Iniciran je globalni projekat za uvođenje EQMS elektronskog sistema za upravljanje kvalitetom u STADA Grupi. Uvođenje elektronskog sistema za upravljanje kvalitetom (eQMS) od veoma velike važnosti je kako za Hemofarm tako i za celu STADA Grupu. Automatizovan elektronski sistem će veoma pozitivno uticati na efikasnost samih procesa kvaliteta, smanjiti potrebu za papirnom dokumentacijom i manuelnim radom, pružiti veću transparentnost i unaprediti usaglašenost sa GMP zahtevima. Takođe, ovaj projekat će doprineti boljem imidžu kompanije i njenoj konkurentnosti na tržištu. Uzimajući u obzir da će softver biti jedinstven za sve STADA lokacije i da se paralelno sa njegovim uvođenjem radi i na razvijanju globalnih procedura kvaliteta, projekat na najbolji način demonstrira konkretnu primenu u poslu novih vrednosti kompanije INTEGRITY i ONE STADA. Hemofarmov tim Kvaliteta ima značajnu ulogu u ovom projektu i vodi radionice za nekoliko procesa u sistemu, uz vođenje harmonizacije globalnih procedura.
- Obezbeđivanje internacionalnog EU CE znaka za medicinsko sredstvo Hemodrops plus (veštačke suze), uključujući usaglašavanje sistema menadžmenta kvalitetom sa zahtevima regulative za medicinska sredstva (EN ISO 13485:2016, EU Directive 93/42/EEC), što je potvrđeno od EU notifikacionog tela). Ovaj projekat pruža dalje mogućnosti razvoja i proizvodnje drugih medicinskih sredstava iz grupe oftalmoloških i nazalnih sprejeva u Hemofarmu.
- 22 uspešno sprovedene inspekcije od strane regulatornih autoriteta iz zemalja EU (Nemačke, Hrvatske), Rusije, Belorusije, Ukrajine, Srbije i okolnih zemalja, kao i od

in the EU market. The EU regulation, which came into effect in February 2019, is a great challenge for the entire company. Quality Division had an important role in the project, in the part of adapting more than two thousand packaging material components to the new serialization and tamper evident labelling requirements.

- A global project has been initiated for the purpose of introducing EQMS - electronic system for quality management in STADA Group. Introduction of electronic Quality Management System (eQMS) is very important for both Hemofarm and the entire STADA Group. Automated electronic system will have a very positive effect on efficiency of the quality-related processes, reduce the need for paperwork and manual work, provide higher transparency and improve harmonization with the GMP requirements. This project will also contribute to a better image of the company and its competitiveness in the market. Considering that the software will be equal for all STADA sites, and that global quality procedures are being developed in parallel with its introduction, the project demonstrates actual application of the new company values - INTEGRITY and ONE STADA in practice, in the best possible way. Hemofarm's Quality Team plays an important role in this project and conducts workshops for several processes in the system, along with managing the harmonization of global procedures.
- Providing the international EU CE sign for the medical device Hemodrops plus (artificial tears), including harmonization of the quality management system with the regulatory requirements for medical devices (EN ISO 13485:2016, EU Directive 93/42/EEC), which has been confirmed by the EU notification authority. This project provides further opportunities for development and production of other medical devices from the group of ophthalmological and nasal sprays in Hemofarm.
- 22 successfully conducted audits by the regulatory authorities from the EU countries (Germany, Croatia), Russia, Belarus,



strane ugovornih partnera i ISO notifikacionih tela.

- Doprinos uvođenju novih proizvoda, kroz transfer tehnologije iz STADA-e i iz partnerskih firmi. Primer je saradnja sa kompanijom Roche na plasiranju leka Ocrevus na tržište Srbije, u kojoj je Kvalitet imao značajnu ulogu.
- Uspešno je pokrenut projekat za uspostavljanje „performance management“-a, koji je rezultovao većom efikasnošću internih QA/QC procesa.
- Odobreni su projekti implementacije elektronskog upravljanja laboratorijskim procesima (LIMS), nabavke softvera za stabilnost, i stvoreni tehnički uslovi za dalje uvođenje Nova EM Mobile u Pogonu injekcionih proizvoda u Vršcu.
- Odobrena je nabavka izolatora za Mikrobiološku laboratoriju, što predstavlja state of the art uslove za izvođenje testa sterilnosti u kojima je višestruko smanjena mogućnost radne kontaminacije.
- Završen projekat optimizacije nabavke referentnih standarda, koji je u 2018. obuhvatio sve Hemofarmove sajtove i rezultirao uštedom od 46.000 evra.
- Pokrenut je i završen projekat „Principle of bracketing / matrixing of different strengths of product for on-going stability study – STADA products in Vršac“, koji je doneo uštedu od 15.300 evra.
- Realizovana je nabavka još jedne sobe za ispitivanje stabilnosti lekova čime su prošireni kapaciteti za studije stabilnosti.
- Informacija da sirovina Valsartan od proizvođača Huahai sadrži genotoksičnu nečistoću NDMA uzrokovala je povlačenje lekova koji sadrže ovu API širom sveta. Uvedena je i validirana metoda za određivanje ove nečistoće NDMA u veoma kratkom roku, sa krajnjim ciljem da se obezbedi bezbednost svakog pacijenta. Za ovaj uspeh, tim iz hemijske laboratorije osvojio je treću nagradu „Najbolja praksa“ na nivou STADA Grupe.

Ukraine, Serbia and the neighbouring countries, as well as by the contractual partners and ISO notification bodies.

- Contribution to introduction of new products, through transfer of technology from STADA and partner companies. Cooperation with company Roche in marketing of the medicine Ocrevus in the Serbian market, in which Quality had an important role, is an example.
- The project of establishing 'performance management', was successfully initiated, and resulted in higher efficiency of internal QA/QC processes.
- Projects for implementation of electronic management of laboratory processes (LIMS) and purchasing of stability software have been approved, and technical conditions created for continued introduction of Nova EM Mobile at the Injectables Plant in Vršac.
- Purchasing of isolator for Microbiological Laboratory has been approved, which provides state of the art conditions for performing sterility testing in which possibility of work contamination is reduced significantly.
- The project of optimization in purchasing of reference standards, which covered all Hemofarm sites and resulted in savings of EUR 46,000 in 2018, has been completed.
- The project "Principles of Bracketing / Matrixing of Different Strengths of Product for Ongoing Stability Study – STADA Products in Vršac", has been initiated and completed, resulting in savings of EUR 15,300.
- Another room for stability testing of medicines has been purchased which increased capacities for stability studies.
- Information that the raw material valsartan made by Huahai contains genotoxic impurity NDMA caused the recall of medicines which contain this API all over the world. A method for the assay of impurity NDMA was introduced and validated in a very short time period, with the ultimate goal to ensure safety to each patient. For this success, the chemical laboratory team won the third 'Best Practice' prize at the level of STADA Group.

# Istraživanje i razvoj – stub unapređenja palete proizvoda

## Research and development – the pillar of product portfolio improvement

Istraživanje i razvoj (R&D) predstavljaju jedan od ključnih aspekata održavanja tržišne konkurentnosti kompanije kroz srednjoročno i dugoročno planiranje, kao i kontinuiranog osavremenjavanja palete proizvoda. U farmaceutskoj industriji to je posebno kompleksno usled strogih standarda branše, a istovremeno intenzivnih promena životnih stilova ljudi i razvoja novih pristupa u lečenju tegoba i oboljenja. Tokom 2018. godine, Hemofarmov R&D je transformisan u:

- Sektor razvoja
- Sektor regulatornih poslova i
- Sektor medicinskih poslova

### SEKTOR RAZVOJA

Istraživačko razvojna laboratorija Hemofarma osnovana je krajem 1989. godine, a danas Sektor razvoja broji 50 zaposlenih. Za prethodnih 30 godina razvijeno je i na tržište pušteno više od 270 proizvoda iz različitih kategorija – lekovi na recept, OTC proizvodi, dodaci hrani, kozmetički proizvodi. Zastupljeni su gotovo svi farmaceutski oblici. U periodu od 2006. godine, nakon što je Hemofarm postao član STADA Grupe, uspešno je realizovano 47 razvojnih projekata koji uključuju ukupno 106 novih proizvoda.

R&D is one of the key aspects of maintaining a company's market competitiveness through mid-term and long-term planning, as well as continuous modernization of product range. In pharmaceutical industry, this is particularly complex due to strict industry standards, and at the same time intensive changes in people's lifestyles and development of new approaches to the treatment of health problems and ailments. In 2018, Hemofarm's R&D was transformed into:

- Development Division
- Regulatory Affairs Division, and
- Medical Affairs Division

### DEVELOPMENT DIVISION

Research-development laboratory in Hemofarm was established late in 1989, and nowadays Development Division has 50 employees. In the past 30 years, more than 270 products in various categories – Rx medicines, OTC products, food supplements, cosmetic products - have been developed and launched to the market. Almost all pharmaceutical forms are covered. In the period since 2006, after Hemofarm became a member of STADA Group, 47 development projects have been implemented successfully, including a total of 106 new products.

Aktivnosti Sektora razvoja usmerene su na:

- Razvoj novih proizvoda za celu STADA Grupu, uključujući zemlje EU, ali i ostala tržišta na kojima je STADA prisutna: Rusija, CIS, Azija, MENA;
- Transfer novih proizvoda iz razvoja u proizvodnju;
- Uvođenje novih tehnologija i tehnika.

Tokom 2018. godine, pored lansiranja novih proizvoda, definisan je projekat unapređenja procesa razvoja novih proizvoda, koji za cilj ima skraćivanje vremena razvoja, smanjenje troškova, pojednostavljenje procesa i brži izlazak na tržište. Prepoznata je stručnost i kompetentnost našeg tima, pa je Sektor razvoja Hemofarma odabran kao ekspertski centar za razvoj generičkih proizvoda, čime smo dobili značajnu ulogu u daljem napretku STADA Grupe.

## SEKTOR REGULATORNIH POSLOVA

Sektor regulatornih poslova, pod različitim nazivima i u različitim organizacionim strukturama, postoji gotovo koliko i sama kompanija Hemofarm. Danas ga čini 31 zaposleni, 26 u Srbiji i 5 na ostalim tržištima Zapadnog Balkana. U ovom trenutku Hemofarm a.d. vlasnik je 1.610 Rešenja o registraciji lekova u 22 zemlje, kao i 92 upisa medicinskih sredstava i 170 dodataka ishrani. Tokom 2018. godine dobijena su 42 rešenja o novim registracijama lekova i predato je još 100 zahteva za nove registracije.

Aktivnosti Sektora regulatornih poslova usmerene su na:

- Registracije novih proizvoda na teritorijama Zapadnog Balkana (Srbija, Bosna, Makedonija, Crna Gora, Albanija... ) kao i na tržištima gde Hemofarm ima vlastite registracije: Rusija, CIS, Azija, MENA, Rumunija;

Activities of development division are directed towards:

- Development of new products for entire STADA Group, including the EU countries, as well as other markets in which STADA operates: Russia, CIS, Asia, MENA;
- Transfer of new products from development to production;
- Introduction of new technologies and techniques.

In 2018, in addition to new product launches, the project for improving the process of new product development was defined, aimed at reducing the development time, cutting costs, simplifying processes and shortening time-to-market. Expertise and competences of our team have been recognized, thus Hemofarm Development Division was selected as the expertise centre for development of generic products, giving us a significant role in further progress of STADA Group.

## REGULATORY AFFAIRS DIVISION

Regulatory Affairs Division, under different names and in different organizational structures, has existed almost as long as the Hemofarm company itself. It presently has 31 employees, 26 in Serbia and 5 in the remaining Western Balkans markets. At this point, Hemofarm A.D. is the owner of 1,610 Marketing Authorisations in 22 countries, as well as 92 registrations for medical devices and 170 for food supplements. In 2018, 42 new Marketing Authorisations we obtained and another 100 applications for new marketing authorisations have been submitted.

Activities of Regulatory Affairs Division include:

- Registration of new products in the territory of Western Balkans (Serbia, Bosnia, Macedonia, Montenegro, Albania,...) and in markets where Hemofarm has its own MAs: Russia, CIS, Asia, MENA, Romania;
- Maintenance of existing registrations



- Održavanje postojećih registracija kroz prijave varijacija i obnove na svim navedenim tržištima;
- Održavanje 1.187 Hemofarmovih dosijea i 576 globalnih STADA dosijea za 59 tržišta (još 2012. godine, ovaj sektor je prvi u Hemofarmu dobio ulogu u globalnim STADA aktivnostima);
- Unapređenje regulatornih aktivnosti kroz praćenje aktuelnih EU propisa, kao i sve zahtevnijih nacionalnih/lokalnih propisa van EU, kako za lekove tako i za medicinska sredstva, dijetetske proizvode i kozmetiku.

Tim za regulatorne operative poslove u okviru Hemofarma postao je operativan u februaru 2017. i deluje u okviru globalnog Regulatory Operations tima iz Bad Vilbela, gde se nalazi centrala STADA Grupe. Njegov zadatak je i pružanje podrške korisnicima na nivou celokupne STADA Grupe kroz tehničku podršku i/ili obuku u aplikacijama: FirstDoc, DocuBridge, Register, a koje služe, između ostalog i za podnošenje elektronskih registracionih dosijea ka Evropskoj medicinskoj agenciji (EMA).

Sektor regulatornih poslova, u skladu sa strategijom STADA Grupe u domenu razvoja portfolija, kroz konstantnu podršku svim proizvodnim lokacijama, obezbeđenju kvaliteta, kao i lokalnim prodajnim timovima, unapređuje procese u cilju produkcije visokostručnih podataka koji se predaju regulatornim vlastima, a u cilju skraćivanja vremena za regulatorne procese i smanjenje troškova.

Glavni ciljevi svih aktivnosti ovog sektora su pravovremeni plasman preparata iz STADA Grupe na tržište, očuvanje kontinuiteta plasmana proizvoda i stalna briga o kvalitetu preparata STADA porodice. Upravo zato, stručnost i kompetentnost tima prepoznata je i kod regulatornih vlasti u svim zemljama u kojima posluje STADA Grupa, što je dodatni doprinos daljem napretku Grupe.

through applications for variations and renewals in all indicated markets;

- Maintenance of 1,187 Hemofarm's dossiers and 576 global STADA dossiers for 59 markets (back in 2012, this division was the first one in Hemofarm to be given a role in global STADA activities);
- Improvement of regulatory activities through keeping up with the current EU regulations, as well as ever more demanding national/local regulations outside the EU, for both medicines and medical devices, food supplements, and cosmetics.

The Regulatory Operating Affairs Team within Hemofarm has started to operate in February 2017 as a part of the global Regulatory Operations team from Bad Vilbel, where STADA Group headquarters are located. Its task is also to support users in the entire STADA Group through technical support and/or training in applications: FirstDoc, DocuBridge, Register, serving, inter alia, for submitting electronic registration dossiers to the European Medicines Agency (EMA).

The Regulatory Affairs Division, in accordance with the STADA Group strategy of portfolio development, through constant support to all production sites, quality assurance, as well as local sales teams, improves processes in order to produce highly professional data which are submitted to regulatory authorities, in order to shorten the time needed for regulatory processes and reduce costs.

The main goals of all activities of this sector are timely release of STADA Group products to the market, preservation of the continuity of product release and constant care for the quality of products from the STADA family. That is precisely why the expertise and competence of the team has been recognized by the regulatory authorities in all the countries where the STADA Group operates, which is an additional contribution to further progress of the Group.



## SEKTOR MEDICINSKIH POSLOVA

Sektor medicinskih poslova čini tim stručnjaka posvećenih pripremi medicinske dokumentacije i postmarketinškom praćenju bezbednosti Hemofarm proizvoda. Aktivnosti ovog sektora usmerene su na:

- Pripremu medicinske dokumentacije za nove proizvode i kontinuirano ažuriranje dokumentacije za postojeće proizvode;
- Kontinuirano praćenje svih novih saznanja o bezbednosti primene i obradu svih prijava neželjenih reakcija u postmarketinškoj fazi životnog ciklusa naših proizvoda.

Tokom 2018. godine, pripremljena je medicinska dokumentacija za nove razvojne projekte za EU i druga tržišta od interesa i istovremeno ažurirana medicinska dokumentacija za potrebe obnova dozvola za 190 proizvoda kao i osnovne informacije o leku sadržane u Sažetku karakteristika i Uputstvu za lek za 180 proizvoda.

Sve aktivnosti sektora medicinskih poslova, usklađene sa najvišim standardima i regulatornim zahtevima rezultiraju kvalitetom koji se prepoznaje i doprinose sve snažnijem integrisanju u STADA Grupu.

Otkrivanje, razumevanje, procena i sprečavanje neželjenih dejstava i reakcija na lekovenisu samo etičke norme, već i odgovornost i obaveza kako nosilaca dozvole za stavljanje leka u promet, tako i čitavog sistema javnog zdravlja. Ovaj važan aspekt regulisan je u okviru farmakovigilance, čija relevantnost ima globalni karakter. Prijave neželjenih dejstava lekova mogu pristići direktno od zdravstvenih radnika, regulatornih tela, pacijenata, potrošača, stručnih časopisa, medija i zaposlenih u kompaniji. Svi zaposleni u Hemofarm a.d. adekvatno su obučeni za prijem prijava neželjenih dejstava. Naša kompanija je omogućila i prijavu putem e-formulara na zvaničnom korporativnom veb sajtu, zatim putem mejlova svakodobro@hemofarm.com i nezelenja.dejstva@hemofarm.com, kao i na sve dostupne brojeve telefona. Pored toga,

## MEDICAL AFFAIRS DIVISION

Medical Affairs Division comprises a team of experts dedicated to preparation of medical documentation and post-marketing monitoring of safety of Hemofarm's products. Activities of this division include:

- Preparation of medical documentation for new products and continuous updating of documentation for the existing ones;
- Continuous monitoring of all new findings on the safety of use and processing of all reported adverse reactions in the post-marketing phase of our products' lifecycle.

During 2018, medical documentation was prepared for new development projects for the EU and other markets of interest and at the same time medical documentation for renewal of authorisations for 190 products was updated, as well as the basic information on medicinal products contained in the Summary of Medicinal Product Characteristics and Patient Information Leaflet for 180 products.

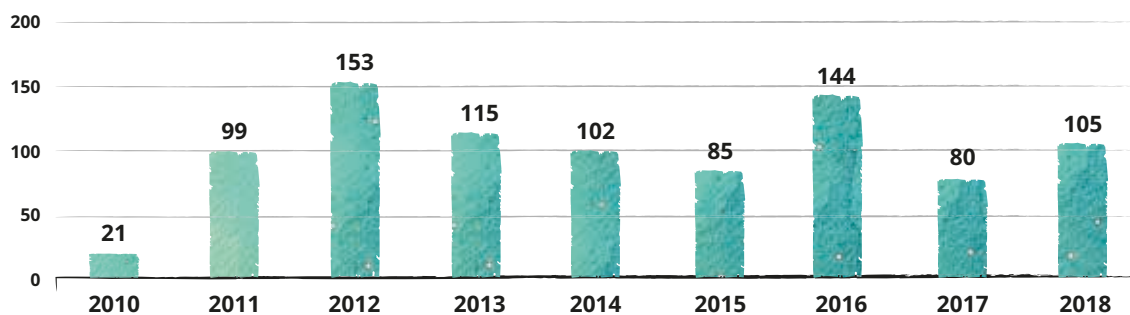
All activities of the Medical Affairs Division, in compliance with the highest standards and regulatory requirements, result in recognized quality and contribute to even stronger integration into STADA Group.

Detection, understanding, assessment and prevention of adverse effects and drug reactions are not just ethical standards, but also the responsibility and obligation of both marketing authorization holders and the entire public health system. This important aspect is regulated within the framework of pharmacovigilance, the relevance of which has a global character. Adverse drug reactions can be reported directly by healthcare professionals, regulatory bodies, patients, consumers, professional magazines, media and employees in the company. All employees in Hemofarm A.D. are adequately trained in receiving reports of adverse reactions. Our company has also enabled reporting via e-form on the official corporate website, via email at svakodobro@hemofarm.com and nezelenja.dejstva@hemofarm.com, as well as via

predstavnicima Sektora marketinga i Sektora prodaje uvek su na raspolaganju, prvenstveno lekarima i farmaceutima, za prihvatanje prijavi neželjenih dejstava na Hemofarm proizvode. U slučaju identifikovanja neželjenog dejstva leka, Hemofarm postupa u skladu sa lokalnom regulativom države u kojoj se lek primenjuje i standardnim operativnim procedurama za procenjivanje profila bezbednosti registrovanih preparata. U slučaju prepoznavanja potencijalnog rizika kompanija inicira evaluaciju svih raspoloživih podataka u odnosu na bezbednu primenu leka i preduzima adekvatne mere (npr.: prosleđivanje pisma zdravstvenim radnicima, povlačenje serije leka sa tržišta, izmena uputstava za primenu leka, edukativni materijal za zdravstvene radnike i pacijente itd.).

Tokom 2018. godine, sa svih tržišta na kojima je Hemofarm nosilac dozvole za stavljanje leka u promet primljeno je od zdravstvenih radnika i pacijenata 105 prijavi neželjenih dejstava. Dvadeset sedam prijavi/slučajeva je procenjeno kao ozbiljno, a 78 prijavi kao ne tako ozbiljne. Deset prijavi neželjenih dejstava sadržalo je i sumnju na kvalitet leka, odnosno reklamaciju na kvalitet leka. U ovakvim situacijama, kada u prijavi postoje i neželjena dejstva i reklamacija na kvalitet leka – Odeljenje farmakovigilance saraduje sa Odeljenjem usaglašenosti proizvoda / QA. U slučaju istovremeno prijavljenih: medicinskog pitanja i neželjenog dejstva – Sektor Marketinga je nadležan za medicinsko pitanje a Odeljenje farmakovigilance za prijavljena neželjena dejstva.

U 2018. godini zabeleženo je povećanje broja prijavljenih slučajeva za 13,01 % u odnosu na broj slučajeva zabeležen u 2017. godini:



<sup>31</sup> Jedna prijava predstavlja jedan slučaj neželjenih dejstava na lek koji se odnosi na jednog pacijenta i može da sadrži više neželjenih dejstava, kao i lekova za koje se sumnja da su doveli do njihovog ispoljavanja.

all available phone numbers. In addition, representatives of the Marketing Division and the Sales Division are always available, primarily to doctors and pharmacists, for receiving reports of adverse reactions to Hemofarm products. In the event of identifying an adverse drug reaction, Hemofarm acts in compliance with the local regulations of the country in which the medicinal product is sold and the standard operating procedures for assessing the safety profile of the registered products. In case of recognizing the potential risk, the company initiates the evaluation of all available data concerning safe use of the medicinal product and takes appropriate actions (for example: forwarding letters to healthcare professionals, recalling batches of medicinal product from the market, changing patient information leaflets, educational material for healthcare professionals and patients, etc.)

In 2018, 105 reports of adverse reactions were received from healthcare professionals and patients from all markets in which Hemofarm was the marketing authorization holder. Twenty-seven reports/cases<sup>31</sup> were assessed as severe, and 78 reports as not so severe. Ten reports of adverse effects also included a suspicion of the quality of the medicinal product, i.e., a complaint about the quality of the drug. In such situations, when the report contains undesirable effects and a complaint about the quality of the drug - the Pharmacovigilance Department cooperates with the Product Compliance Department/QA. In the case of simultaneous reporting: medical issue and adverse effect - Marketing is responsible for the medical issue, and Pharmacovigilance Department for the reported adverse effects.

Increase in the number of reported cases by 13.01% was recorded in 2018, compared to the number of cases recorded in 2017:

<sup>31</sup> One report stands for one adverse drug reaction case referring to one patient and it may contain several undesirable effects as well as medicines suspected to have caused their manifestation



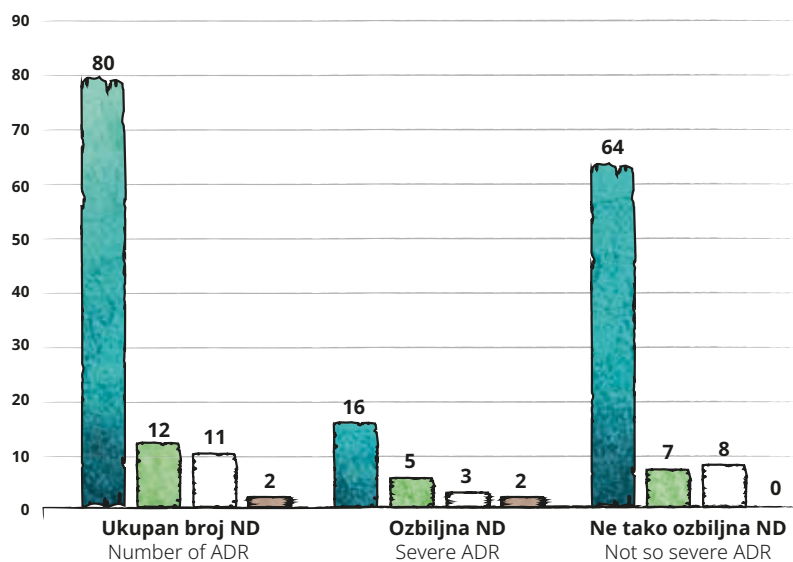
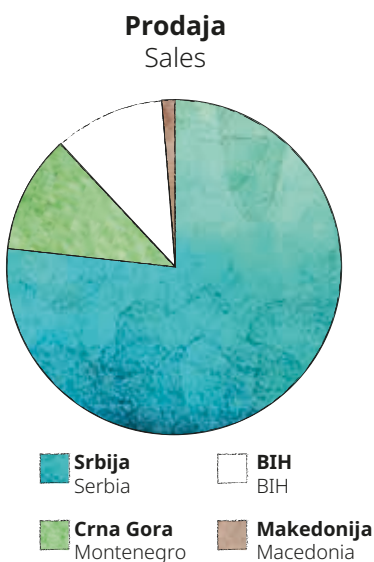
Najveći broj prijava prosledili su lekari, zatim farmaceuti, korisnici leka/pacijenti i ostali zdravstveni radnici:

Highest number of reports was sent by doctors, then pharmacists, medicine users/patients and other healthcare professionals:

Izveštač Reporting party	Broj prijava ND Number of ADR reports	Ozbiljna ND Severe ADR	Ne tako ozbiljna ND Not so severe ADR
<b>Lekari</b> Doctors	<b>61</b>	<b>21</b>	<b>40</b>
<b>Farmaceuti</b> Pharmacists	<b>24</b>	<b>4</b>	<b>20</b>
<b>Pacijenti</b> Patients	<b>10</b>	<b>2</b>	<b>8</b>
<b>Ostali zdravstveni radnici</b> Other healthcare professionals	<b>10</b>	<b>-</b>	<b>10</b>
<b>Ukupno</b> Total	<b>105</b>	<b>27</b>	<b>78</b>

Posmatrano po tržištima i po ozbiljnosti – prijave neželjenih dejstava mogu se prikazati na sledeći način:

Observed by markets and severity – reports of adverse reactions can be shown as follows:



- Od ukupno 696 reklamacija u 2018, 653 reklamacije su proizvodno-tehničke prirode (PTR), 13 reklamacija su komercijalne (CR) i 30 reklamacija koje u sebi sadrže, pored reklamacije na kvalitet leka, i elemente neželjenog dejstva leka (R-ADR). Reklamacije su u porastu, što je očekivano usled povećanja obima proizvodnje i u najvećem procentu se odnose na pakovanje i etiketiranje, a ne na sam kvalitet i funkcionalnost proizvoda. Kada je pakovanje i obeležavanje proizvoda u pitanju, Hemofarm prati stroge zakonske zahteve branše, uz nastojanje da uvek ponudi više korisnicima svojih proizvoda, pa tako i OTC/CHC proizvode obeležava pismom za slepe i slabovide, što inače nije obavezno.

- Out of 696 complaints in 2018, 653 complaints were of a production-technical nature (PTR), 13 were commercial (CR) and there were 30 complaints that, in addition to medicine quality complaints, contain elements of the adverse drug reaction (R-ADR), too. Complaints increased which was affected by the increase of production. They are mostly related to packaging and labelling, and not to the quality and functionality of the product itself. Hemofarm follows strict pharmaceutical laws and regulations for packaging and labeling of its products, while striving to offer added value to its consumers, i.e. OTC/CHC products are marked with letters suitable for blind people although it is not obligatory.

U okviru pristiglih i dokumentovanih prijava zabeleženo je 62 potencijalna neželjena dejstva, najveći broj pripada sledećim: poremećajima imunog sistema, opštim i gastrointestinalnim poremećajima i poremećajima u funkciji kože i potkožnog tkiva. Među zabeleženim prijavama neželjenih dejstava lekova, koje su tokom 2018. evidentirane u Hemofarmu, bilo je i slučajeva sa dva ili više prijavljenih suspektnih lekova. U skladu sa tim, ukupan broj lekova za koje se sumnja da su izazvali neželjena dejstva iznosi 109. Najveći broj prijava odnosi se na lekove koji pripadaju grupi J - antiinfektivni lekovi za sistemsku primenu, zatim slede lekovi: C - za kardiovaskularni sistem i N - nervni sistem.

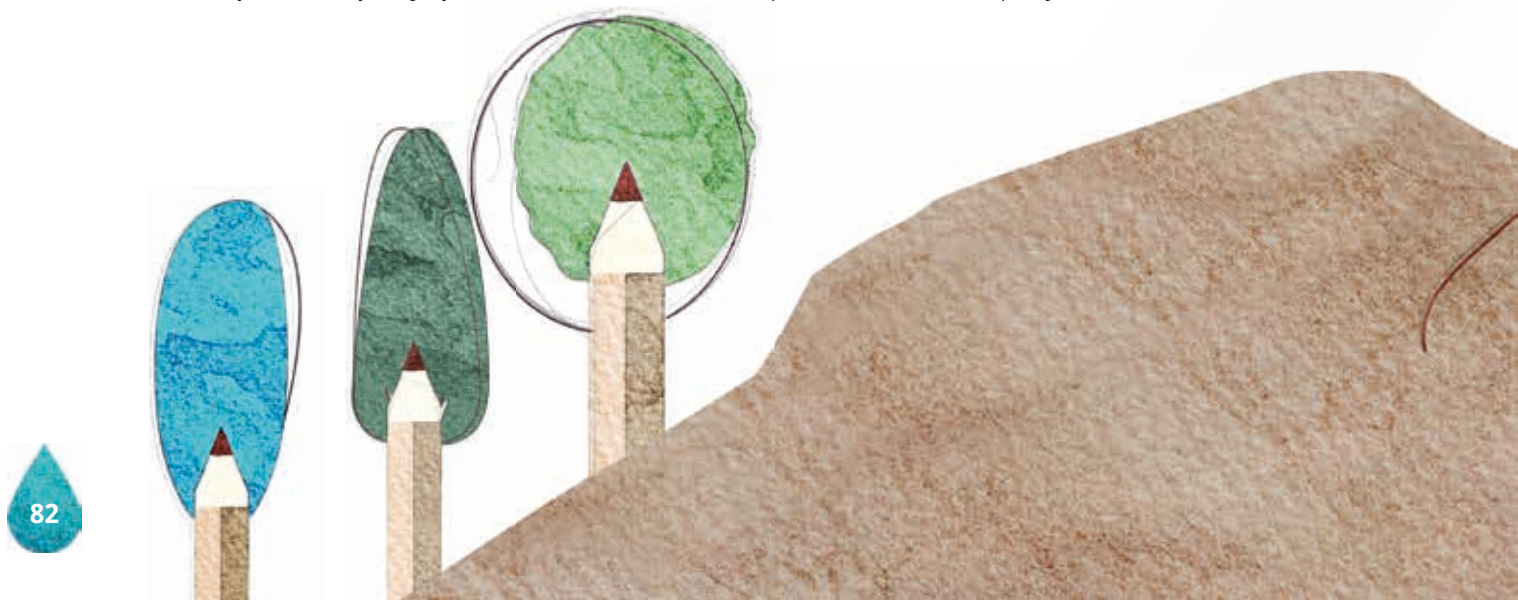
Analizom prijava koje su u 2018. godini pristigle u Odeljenje farmakovigilance, ustanovljeno je da je zabeležen porast broja prijava u odnosu na prethodnu godinu i prijave su mahom potekle od strane lekara. Može se zaključiti da se još uvek ne beleži porast broja prijava koje su pacijenti direktno prijavili nosiocu dozvole za stavljanje leka u promet, što upućuje na neophodnost unapređenja svesti i motivacije građana da prijavljuju svaku, pa i najmanju, sumnju na lek koji koriste. Prijavljivanje neželjenih dejstava omogućava otkrivanje izuzetno važnih, dodatnih, informacija o leku, koje nisu bile poznate odnosno koje nisu medicinski verifikovane u prethodnom periodu.

Praćenje neželjenih dejstava / incidenata pri primeni medicinskih sredstava i sve što podrazumeva vigilanca medicinskih sredstava u nadležnosti je Odeljenja farmakovigilance. Vigilanca medicinskih sredstava predstavlja novo polje rada u Hemofarmu i novi izazov kome su eksperti kompanije posvećeni.

Within the received and documented reports, 62 potential adverse reactions were recorded, mainly including: immune system disorders, general and gastrointestinal disorders, and skin and subcutaneous tissue disorders. Among the reported adverse drug reactions recorded in Hemofarm in 2018, there were also cases with two or more reported suspected medicines. Accordingly, the total number of medicines suspected to have caused adverse reactions is 109. The largest number of reports relates to medicines belonging to the group J – Anti-infective medicines for systemic use, followed by: C - Cardiovascular system and N - Nervous system.

By analysing the reports received by the Pharmacovigilance Department in 2018, it was found out that there was an increase in the number of reports compared to the previous year, and reports mostly came from doctors. It can be concluded that there is still no increase in the number of reports that patients directly reported to the marketing authorization holder, which emphasizes the necessity of raising awareness and motivation of citizens to report each, even the smallest, suspicion about the medicine they use. Reporting of adverse reactions enables detection of extremely important, additional information about the medicinal product, which were not known or which were not medically verified up to that time.

Monitoring adverse reactions/incidents during use of medical devices and everything implied by vigilance of medical devices falls within the competence of the Pharmacovigilance Department. Vigilance of medical devices is a new area of work in Hemofarm and a new challenge faced by the experts from the company.



# Motivisani zaposleni kao formula uspeha

## Motivated employees are the formula for success

Odnos prema zaposlenima jedan je od najboljih načina na koji je moguće dokazati uspešnost kompanije. Isto kao i u odnosu društva prema ljudima, zaposleni bi za kompaniju trebalo da budu najvredniji resurs. Upravo to, Hemofarm potvrđuje iz godine u godinu, nastojeći da istu tu brižnost podeli i kroz svoj lanac dobavljača.

Hemofarmov tim u 2018. činila su 2.342 zaposlena, što je porast za oko 7,2% u odnosu na prethodnu godinu. Uprkos porastu broja zaposlenih, Hemofarm je postao bezbednije mesto za rad, te je broj povreda na radu značajno smanjen. I dalje većinu u kompaniji predstavljaju žene, koje čine više od 53% ukupnog broja zaposlenih i većinski su zastupljene i u menadžmentu kompanije. Tokom godine, u kompaniji je ukupno bilo 145 porodilja, a na kraju godine njih 82. Sve koleginice su se posle porodiljskog odsustva vratile na istu poslovnu poziciju.

Tokom 2018. godine, u Hemofarmu je organizovano ukupno 4.338 internih i eksternih obuka i treninga za zaposlene. Porast broja edukacija za čak 33%, što je pet puta više u odnosu na rast broja zaposlenih, najbolja je potvrda strateškog opredeljenja menadžmenta da kontinuirano ulaže u razvoj ljudi, unapređenje njihovih znanja i ekspertskih veština. Zaposleni su tokom 2018. ostvarili ukupno 8.676 sati obuka, edukacija i usavršavanja u Hemofarmu. Od toga, svaki zaposleni je edukacijama posvetio 23% više vremena u odnosu na 2017. ili ukupno oko 3,7 sati. Gotovo 470 zaposlenih bilo je u prilici da se upozna sa najnovijim evropskim i svetskim trendovima u onim oblastima koje su ključne za njihovu poslovnu poziciju, a 417 osoba bilo je

Attitude towards employees is one of the best ways to prove the success of a company. Analogous to the attitude of society towards people, employees should be the most valuable resource of a company. Hemofarm has been proving this year after year, endeavouring to share the same care throughout its supplier chain as well.

Hemofarm team consisted of 2,342 employees in the year 2018, which is an increase of about 7.2% in relation to the previous year. Notwithstanding the increase in the headcount, Hemofarm has become a safer place for work, since the number of work-related injuries has dropped significantly. Women still represent the majority of company employees, with a share in the total number of employees exceeding 53%; they also represent majority in the company management. Throughout the year, there were 145 women on maternity leave, with 82 of them on maternity leave at the end of the year. All the female colleagues resumed the same work post after their maternity leave.

In the course of 2018, a total of 4,338 in-house and external education and training courses for employees were organised in Hemofarm. The number of education courses has risen by as much as 33%, which is five times more in relation to the increase in the headcount, and it represents the best evidence of the strategic commitment of the management to continually invest in development of people, improvement of their knowledge and professional skills. Employees received a total of 8,676 hours of training, education and specialisation courses in Hemofarm in the year 2018. This means that each employee has devoted 23% more time to education in 2018 in relation to 2017, which amounts to 3.7 hours. Almost 470 employees had



uključeno u soft skills edukacije, što je gotovo tri puta više u odnosu na 2017. godinu. Neke od ključnih tema bile su i Efektivne komunikacije i Upravljanje promenama. Pored toga, realizovani su i četvorodnevni razvojni programi za rukovodioce ali i zaposlene koji su se prvi put našli na rukovodećim pozicijama, kako bi na najkonstruktivniji način ovladali vođenjem i upravljanjem. Kroz specifične razvojne programe ukupno je prošlo 97 ljudi, a najavljen je i program za razvoj liderskih veština koji će biti realizovan u 2019.

U interne i eksterne edukacije, u okviru Hemofarm Grupe, investirano je 492.098 evra, od čega je za Hemofarma a.d. izdvojeno ukupno 421.027 evra, što je za oko 45% više u odnosu na 2017. godinu. Investirajući u zaposlene, Hemofarm nastoji da se diferencira na tržištu rada i u odnosu na konkurenciju, upravo na osnovu njihovih veština, znanja i motivacije, ali i da poboljša ukupne poslovne i organizacione performanse.

Sektor ljudskih resursa Hemofarma posebnu pažnju posvećuje pružanju jednakih šansi svim kandidatima koji su zainteresovani za otvorene poslovne pozicije u kompaniji ili za rad u Hemofarmu uopšte. Zato ne iznenađuje činjenica da broj testiranih kandidata, koji su aplicirali na neki od konkursa, iz godine u godinu raste, a baza potencijalnih kadrova postaje sve bogatija. Pored toga, kompanija sve više intenzivira i nastup na specijalizovanim sajmovima zapošljavanja, kao i promociju otvorenih pozicija na društvenim mrežama – upravo tamo gde su mladi, uz značajno viši stepen brendiranja poslodavca (employer branding).

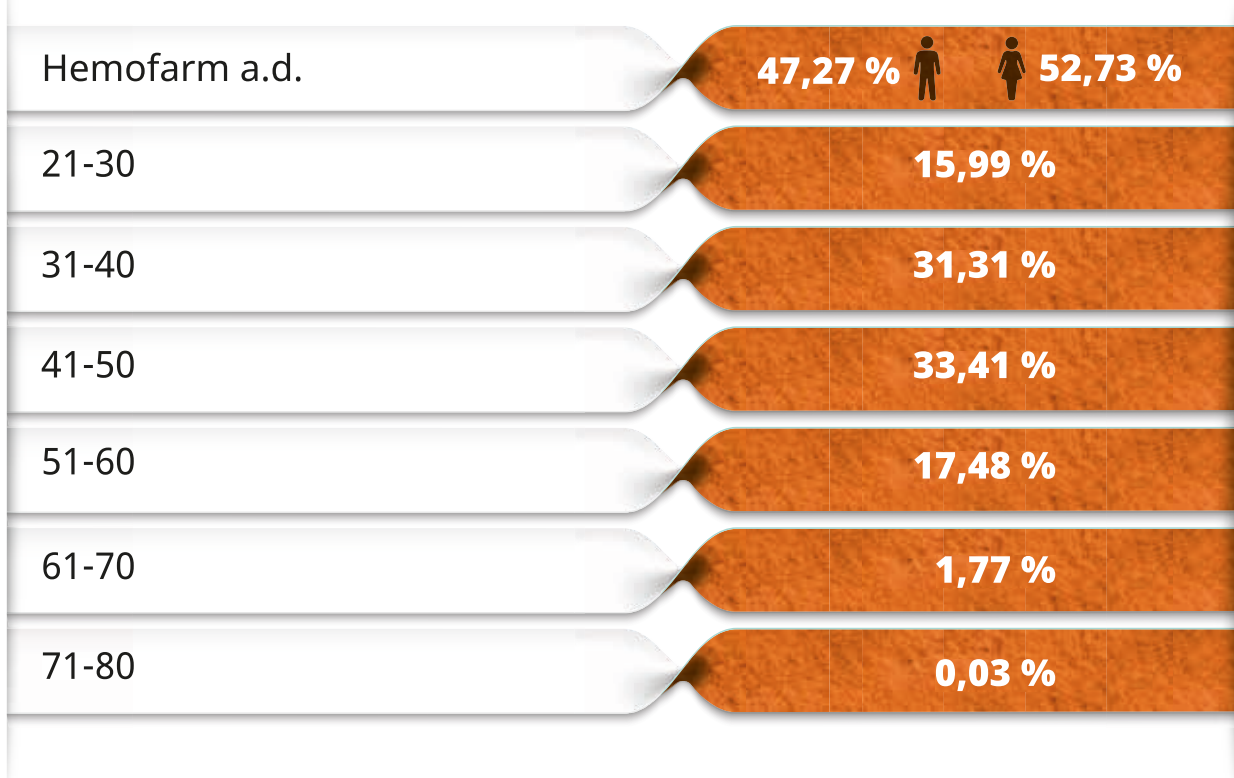
the opportunity to get acquainted with the latest European and global trends in the fields which were essential for their jobs, while 417 persons participated in soft skills education, which is almost three times more than in the year 2017. Effective communication and Change Management were among the key topics. In addition, four-day development programmes were organised for managers as well as for employees who were appointed to managerial positions for the first time, so that they could master leadership and management skills in the most constructive manner. A total of 97 people attended specific development programmes, and a leadership skills development programme has also been announced for the year 2019.

A total of EUR 492,098 was invested in in-house and external education courses within Hemofarm Group, out of which EUR 421,027 was allocated to Hemofarm A.D., which is higher by approximately 45% in relation to the year 2017. By investing in employees, Hemofarm aspires to stand out on the labour market among the competition, as well as improve its overall business and organisational performance, precisely based on the skills, knowledge and motivation of its employees.

The Human Resources Division of Hemofarm pays special attention to offering equal chances to all candidates interested in the vacant posts at the company or in working for Hemofarm in general. It therefore does not come as a surprise that the number of tested candidates, who have applied for one of the job vacancies, has been increasing year after year, while the pool of potential candidates is becoming richer. In addition, the company has been intensifying its appearance at job fairs, as well as the promotion of vacant posts in the social network space – exactly where you can find young people, coupled with a significantly higher degree of employer branding.



## STRUKTURA ZAPOSLENIH / EMPLOYEE STRUCTURE



## KVALIFIKACIONA STRUKTURA / QUALIFICATION STRUCTURE



Pored toga što se nude jednaki uslovi rada i benefiti svim zaposlenima, bez obzira na njihov pol i status zaposlenja u Hemofarmu, kompanija je obezbedila i zarade koje su iznad republičkog proseka. Najniža bruto zarada u Srbiji u decembru 2018. godine iznosila je 32.131,24 dinara, dok je u istom period najniža bruto zarada u Hemofarmu bila 41.522,36 dinara.

Apart from offering equal working conditions and benefits to all employees, regardless of their gender and employment status in Hemofarm, the company also provided the salaries that were above the republic average. The lowest gross salary in Serbia amounted to RSD 32,131.24 in December 2018, while the lowest gross salary in Hemofarm in the same period amounted to RSD 41,522.36.

# Usaglašenost poslovanja je ključ sigurnosti i izvesne budućnosti

## Compliance is the key to safety and certain future

102-9	102-11	102-17
205-1	205-2	

Biti lider nije moguće bez pravne usklađenosti i usaglašenosti poslovanja. U Hemofarmu je to poseban izazov zato što kompanija obavlja svoju matičnu delatnost u 4 države, od kojih je jedna članica EU. Uz to, Hemofarm ima i svoja predstavništva u inostranstvu, a ono što je najznačajnije - posluje u okviru multinacionalne STADA Grupe na 3 kontinenta u 34 zemlje. Kompleksnost pravne usklađenosti uslovljava i sama farmaceutska industrija, kao strogo regulisana branša sa veoma zahtevnim standardima. Svi Hemofarmovi uspesi ne bi bili održivi da kompanija ne neguje visoke etičke i stroge korporativne standarde, gde su zakonski okviri tek nužan početak, a opredeljenost kompanije na transparentan i fer odnos u svakom aspektu poslovanja suštinski imperativ. Kontinuirano podizanje svesti o sprečavanju koruptivnog delovanja i poštovanju ljudskih prava ostaju u fokusu kompanije, te postaju deo obavezne obuke prilikom uključivanja novozaposlenih u redovne poslovne aktivnosti.

Pravni sektor kontroliše sve poslovne operacije Hemofarma u cilju sprečavanja bilo kakve greške i zakonske neusklađenosti. Poseban značaj u tom procesu ima e-portal sa bazom ugovora, ali i predefinisanih templejta za kreiranje novih ugovora, pod simboličnim nazivom „E-sekretarica“. Ovo jedinstveno softversko rešenje je tokom 2018. dostiglo punu primenu, uz obavezu da svaki pojedinačni ugovor prođe evaluaciju i validaciju kroz ovaj sistem. U protivnom, ni jedan ugovor nije moguće zaključiti. Na ovakav način vrši se proaktivna prevencija i smanjivanje pravnih rizika na najmanju moguću meru.

It is not possible to be a leader without legal compliance and business compliance. It is especially challenging in Hemofarm because the company is performing its main activity in 4 countries, one of which is an EU member state. In addition, Hemofarm has its representative offices abroad, and what is most important – it operates within the multinational STADA Group on 3 continents, in 34 countries. The complexity of legal compliance is conditioned also by the pharmaceutical industry, as the strictly regulated branch with highly demanding standards. All Hemofarm's successes would not be sustainable hadn't there been for the company cherishing high ethical and strict corporate standards, where the legal framework is only the necessary beginning and the company's dedication to a transparent and fair relation in every aspect of business is absolutely a must. Continuous raising of the awareness about the prevention of corruptive actions and respecting human rights remain the focus of the company, and become a part of the mandatory training when involving the newly employed in the regular business activities.

Legal Affairs Division controls all business operations of Hemofarm aimed at preventing any errors and legal incompliances. E-portal with the contracts database, as well as pre-defined templates for creation of new contracts, symbolically named 'E-secretary', is especially important in such a process. This unique software solution achieved its full implementation in 2018, with obligation that each individual contract should be evaluated and validated through this system. Otherwise, it is not possible to conclude any contract. Legal risks are thus proactively prevented and reduced as much as possible.



Tokom 2018. godine, Pravni sektor je zaposlio specijalizovanog menadžera za usaglašenost poslovanja (Compliance Manager) kako bi pružio dodatni fokus na ovu oblast, i dodatno usaglasio poslovne operacije sa pravilima STADA Grupe. Takođe, organizovane su i brojne obuke o usklađenosti i usaglašenosti poslovanja, i to uglavnom kroz praktične radionice, kojima je prisustvovalo preko 250 zaposlenih. U oblasti zaštite podataka sproveden je projekat implementacije GDPR-a i usvojeni su odgovarajući lokalni dokumenti, uz znatno sistematičniji pristup ovoj temi. Komunikacijska strategija za oblast usaglašenosti poslovanja obuhvatila je generalnog direktora i top menadžment, kako bi se skrenula pažnja svih zaposlenih na ovu važnu oblast. Snimljena je i emitovana informativno-motivaciona video poruka sa generalnim direktorom i menadžerom za usaglašenost, koja je prethodila edukativnoj anketi, kojoj se odazvalo oko 1.750 zaposlenih, uključujući i menadžment Hemofarma. Cilj ankete je bilo podizanje svesti zaposlenih o ovoj važnoj temi, ali i sagledavanje realnog stepena poznavanja oblasti usaglašenosti, te pružanje prilike svima koji to žele da ukažu na nešto što smatraju neusaglašenim u Hemofarmu. Ovo svojevrsno interno „usaglašavanje“ ispratila je i imejl kampanja za sve zaposlene, ali i lansiranje duhovitog stripa sa važnom temom – kako se uzdržati od razmene poslovno osetljivih informacija. Ovaj strip je samo početak niza sličnih formata, koji na pitak način edukuju zaposlene o suštinski značajnim temama od velike važnosti za poslovanje.

Over the course of 2018, Legal Affairs Division hired a specialized Compliance Manager in order to additionally focus on this field and harmonize business operations with the rules of STADA Group. Numerous compliance trainings were also organized, mainly in the form of practical workshops which were attended by over 250 employees. The project of implementation of GDPR was conducted and corresponding local documents were adopted in the field of data protection, with much more systematic approach to this topic. Communication strategy for the field of business compliance covered the CEO and top management, in order to draw the attention of all the employees to this important field. Informative and motivational video message featuring CEO and Compliance Manager was recorded and broadcast, which preceded the educational survey, with the participation of about 1,750 employees, including also Hemofarm's management. The objective of the survey was to raise the awareness of the employees about this important topic, but also to review the real degree of knowledge about compliance, and giving everybody a chance to indicate anything they consider non-compliant in Hemofarm. This specific internal 'complying process' was accompanied by an e-mail campaign for all the employees, but also launching of the funny comic with an important topic – how to refrain from exchange of business sensitive information. This comic is only the beginning of a series of similar formats, which easily educate the employees about topics significant for the business operations.





Osim toga, realizovana je i harmonizacija lokalnih politika Hemofarmovih filijala sa postojećim Hemofarmovim i STADA politikama. Sve ove aktivnosti postavile su osnovu za dalji razvoj korporativne kulture, koja značajne reference pronalazi upravo u usklađenosti i usaglašenosti poslovanja.



Besides, local policies of Hemofarm's subsidiaries were harmonized with the existing policies of Hemofarm and STADA. All these activities set the basis for further development of corporate culture, which finds the significant references exactly in compliance of business operations.



# ONE STADA



# Šta je za nas jedinstvena STADA

## What ONE STADA means to us

103-1	103-2	103-3
203-1		
413-1		

Svako od nas postupa u najboljem interesu kompanije, a ne samo svoje poslovne jedinice ili funkcije, kako bismo izgradili jedinstvenu uspešnu STADU.

Izgradnja stabilnog odnosa sa internim i eksternim zainteresovanim stranama suštinska je potvrda lične i kolektivne odgovornosti u Hemofarmu, usmerene na razvoj i unapređenje globalnog društva. Zato svi zaposleni u kompaniji čine jedinstvenu STADA porodicu!

Materijalna tema, koja je u fokusu, prema strateškom pristupu poslovanju i vezana za ovu vrednost je:

- **KORPORATIVNA DRUŠTVENA ODGOVORNOST** i podrška lokalnim zajednicama


Each and every one of us acts in the best interests of the company as a whole rather than our business unit or function in order to build one successful STADA.

Building stable relationship with internal and external stakeholders is the essential acknowledgement of personal and collective responsibility in Hemofarm, focused on development and improvement of the global society. Therefore, all the employees in the company make one STADA family!

The materiality topic in focus, according to strategic approach to business, with regard to this value includes:

- **CORPORATE SOCIAL RESPONSIBILITY** and support to local communities





# Briga o zdravlju ljudi kao suština društvene odgovornosti

## Caring for people's health as the core of social responsibility

U duhu nove korporativne ključne vrednosti ONE STADA, Hemofarm i ostale kompanije koje posluju u okviru STADA Grupe nastoje da svuda u svetu dele iste vrednosti, kako bi odnos prema zaposlenima, ključnim stejkholderima, pacijentima i okruženju učinili boljim. Tome se priključuje i Hemofarm fondacija koja se zalaže za brigu o zdravlju ljudi, podršku zdravstvenom sistemu Srbije i podizanje kvaliteta života. U toku 2018. godine, fondacija je realizovala 86 aktivnosti vrednosti od oko pola miliona evra usmerenih na: unapređenje zdravlja pojedinaca, podršku zdravstvenom sistemu Srbije i podizanje kvaliteta života uopšte.

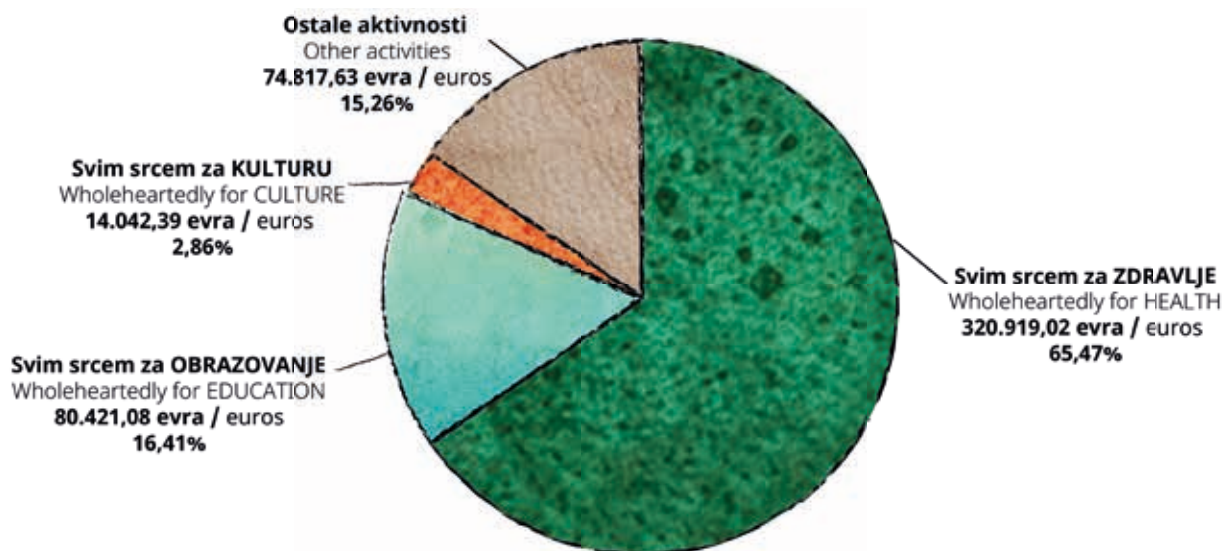
Najveći broj aktivnosti, čak 27, realizovan je u okviru programa Svim srcem za zdravlje kroz Programe donacija i sponzorstava usmerenih na institucionalno osnaživanje, dok je u okviru programa Svim srcem za znanje implementirano 19 aktivnosti i Svim srcem za kulturu 3 aktivnosti. Ostvareno je i 173 partnerstva sa ključnim stejkholderima - institucijama sistema, međunarodnom zajednicom, civilnim sektorom, medijima i uglednim pojedincima.

In the spirit of the new key corporate value – ONE STADA, Hemofarm and other companies operating within the STADA Group aim at sharing the same values everywhere in the world, in order to improve the attitude to the employees, key stakeholders, patients and the environment. Hemofarm Foundation has joined in by advocating the care of people's health, support to the Serbian health-care system, and improving the quality of life. In the course of 2018, the Foundation completed 86 activities worth about half a million euros.

The largest number of activities, as many as 27 of them, were completed within the Wholeheartedly for Health programme through donation and sponsorship programmes, aimed at reinforcing institutions, while 19 activities were implemented within the Wholeheartedly for Knowledge programme, and 3 activities within the Wholeheartedly for Culture programme. As many as 173 partnerships were created with key stakeholders – system institutions, international community, civil sector, media and distinguished individuals.







Neki od najvažnijih projekata i aktivnosti u protekloj godini su:

- Akademija Hemofarm fondacije u okviru podrške programu edukacije medicinskih radnika i farmaceuta: održano je 127 programa kontinuirane medicinske edukacije koje je pohađalo 11.934 zdravstvenih radnika.
- Kampanja za prevenciju povišenog krvnog pritiska „Ne dozvoli da pukne“: pokrenuta je u cilju podizanja zdravstvene kulture i podsticanja ljudi na redovne kontrole krvnog pritiska; u znak sećanja na one koji nisu uspjeli da se izbore sa ovom bolešću, Hemofarm fondacija pustila je na početku Trke zadovoljstva u okviru 31. Beogradskog maratona 6.639 crvenih balona u nebo; 22. aprila, u okviru preventivnog delovanja protiv hipertenzije, građani Srbije su besplatno merili krvni pritisak, uz savete lekara u više od 90 zdravstvenih ustanova širom zemlje; „maskota“ projekta bila je crvena lopta kao simbol za visok krvni pritisak, rađena po ugledu na projekat „Red ball“ američkog umetnika Kurt Perschke-a; kampanju je podržao i fudbalski klub Crvena Zvezda, čiji su fudbaleri pre utakmice izašli na teren u majicama sa nazivom kampanje, a 10 simboličnih crvenih lopti bilo je upućeno publici na stadionu; merenje krvnog pritiska organizovano je i u 11

Some of the most important projects and activities in the last year were:

- Hemofarm Foundation Academy – 127 programmes of continuous medical education, attended by 11,934 medical professionals, were organised to support the education programme for medical professionals and pharmacists.
- "Don't Let it Burst" campaign for prevention of high blood pressure was initiated with the aim of improving healthcare culture and encouraging people to control their blood pressure regularly; in memory of those who did not manage to fight this disease, Hemofarm Foundation released 6,639 red balloons into the sky at the start of the Fun Run at 31st Belgrade Marathon; on 22nd April, as part of the preventive action against hypertension, citizens of Serbia had their blood pressure controlled for free, and received advice from doctors in over 90 healthcare institutions countrywide; the "mascot" of the project was a red ball as a symbol of high blood pressure, designed after the "Red Ball" project of the US artist Kurt Perschke; the campaign was also supported by Red Star football club, whose footballers ran into the pitch before the start of the game wearing T-shirts with the name of the campaign, and 10 symbolical red balls were kicked towards the spectators at the stadium; blood pressure control was

gradova širom Srbije, dok je kampanja završena donacijom 306 aparata za merenje krvnog pritiska 81 ustanovi zdravstvenog sistema na teritoriji Srbije; Zahvaljujući kampanji „Ne dozvoli da pukne” ostvarena su i potvrđena partnerstva sa stejkholderima – Ministarstvom zdravlja Srbije, Institutom za javno zdravlje „Milan Jovanović – Batut”, Regulatornim telom za elektronske medije i 6 TV kanala sa nacionalnom pokrivenošću. kampanja je nagrađena sa 8 priznanja na domaćim i stranim festivalima.

- 6. jun – Nacionalni dan donora - na inicijativu Hemofarm fondacije i aktivnosti sprovedenih u okviru kampanje o doniranju i transplantaciji organa „Najvažniji poziv u životu”, 2016. godine ustanovljen je Nacionalni dan donora a u julu 2018. je usvojen i Zakon o presađivanju ljudskih organa, što je ujedno i najveći uspeh ove kampanje.
- Nastavljen je i godišnji Program stipendija, kojim je kroz različite programe stipendiranja podržano 60 stipendista, uz dodatnu podršku i pomoć deci preminulih radnika; uspešno je realizovan i drugi ciklus Mentorskog programa kao vid dodatne podrške stipendistima, sa ciljem podsticanja ličnog i profesionalnog razvoja i jačanja kapaciteta farmaceutskih i medicinskih radnika i stručnjaka, kao i kreiranje pozitivnog ambijenta za zapošljavanje mladih u Srbiji; mentori u okviru programa su eksperti Hemofarma iz sektora marketinga i prodaje, obezbeđenja i kontrole kvaliteta, istraživanja i razvoja, kancelarije za projekte, oblasti proizvodnje i dr. U okviru ovog programa realizovano je ukupno 16 aktivnosti i to 2 treninga za mentore i mentije, 7 otvorenih predavanja, zajednički odlazak na kulturni događaj, kao i dve studijske posete fabrici Hemofarma u Vršcu uz organizovana stručna predavanja mentora – zaposlenih u Hemofarmu. U okviru programa pokrivene su sledeće teme i oblasti: Lični i profesionalni razvoj; Dobre komunikacione veštine – ključ

also organised in 11 cities around Serbia, and the campaign was completed by a donation of 306 blood pressure monitors to 81 healthcare institutions in the territory of Serbia; the partnerships with stakeholders – the Ministry of Health of Serbia, Institute for Public Health "Milan Jovanović – Batut", Electronic Media Regulatory Body, and 6 TV channels with national coverage, were established and endorsed owing to "Don't Let It Burst" campaign. The campaign received 8 awards at national and international festivals.

- 6th June – National Donor Day - following the initiative of Hemofarm Foundation and the activities carried out as part of the "Most Important Call in Life" campaign on organ donation and transplantation, the National Donor Day was established in 2016, while the Law on Organ Transplantation was adopted in July 2018, which was the greatest success of this campaign.
- The annual Scholarship Programme was continued as well, whereby 60 scholarship holders were supported through various programmes, and additional aid was provided for the children of deceased company employees; the second cycle of the Mentoring Programme was successfully completed as a form of additional support to scholarship holders, with the aim of encouraging personal and professional development and strengthening the capacities of pharmaceutical and medical professionals and experts, as well as creating positive environment for employment of young people in Serbia; Hemofarm's experts from Marketing and Sales, Quality Assurance and Quality Control, Research and Development, Project Management Office, Production, and other divisions were the mentors in the Programme. Sixteen activities in total, specifically 2 trainings for mentors and mentees, 7 open lectures, attending a cultural event together, and two study visits to Hemofarm in Vršac with organized expert lectures of the mentors – Hemofarm's employees, were carried out within this

za uspeh; Kako se uspešno predstaviti poslodavcu; Aktivizam u zajednici; Empatični lider: Kako se stvarno povezati sa ljudima i postići više; Biotehnologija – tektonski poremećaj; kao i Atlas humanih ćelija – Google mape ljudskog organizma. Organizovana su i dva redovna susreta mentorskih parova i generalnog direktora Ronalda Zeligera, kao i studijska poseta Istraživačkoj stanici „Petnica“ kod Valjeva. Ovaj projekat predstavlja pozitivan primer međusektorske saradnje unutar kompanije.

U 2018. Hemofarm fondacija obeležila je 25 godina postojanja tokom kojih je realizovala čak 2.000 aktivnosti za koje je izdvojeno ukupno 12 miliona evra, u okviru kojih je doniranjem medicinskih aparata i opreme podržala i pomogla brojne ustanove zdravstvenog sistema, kliničko bolničke centre, porodilišta i domove zdravlja, ali i škole i vrtiće, ustanove kulture, sportska udruženja i manifestacije. Pokrenuti su i realizovani brojni društveno značajni infrastrukturni projekti a sprovedeno je na stotine projekata u oblasti obrazovanja, kulture, zaštite životne sredine i sporta sa ciljem unapređenja kvaliteta života svih građana. Povodom značajnog jubileja, Hemofarm fondacija ustanovila je Nagradu za izuzetnost koju će, počev od 2018. godine, dodeljivati svake godine pojedincima, institucijama ili organizacijama za izuzetan doprinos u oblasti zdravlja, obrazovanja i kulture. Nagrada predstavlja konkretnu podršku za razvoj ideja i projekata koji menjaju lice našeg društva na bolje, a prva Nagrada za izuzetnost uručena je Vigoru Majić, direktoru Naučno istraživačke stanice Petnica. Na dan obeležavanja jubileja lansiran je i novi, redizajnirani web sajt fondacije kao i novi blog na temu „Kako sačuvati srce društva“ za koji su pisali istaknuti pojedinci, predstavnici međunarodne zajednice i diplomatije.

programme. The programme covered the following topics and areas: Personal and professional development; Good communication skills – the key to success; How to successfully present yourself to employer; Activism in the community; Emphatic leader: How to really liaise with people and achieve more; Biotechnology – tectonic movement; as well as the Atlas of Human Cells – a Google Map for the Human Body. Two regular meetings of mentoring couples with the CEO Ronald Seeliger, as well as a study visit to Petnica Science Centre near Valjevo were also organized. This project is a positive example of cross-divisional cooperation within the company.

In 2018, Hemofarm Foundation marked 25 years of its existence, during which time it accomplished as many as 2,000 activities with earmarked EUR 12 million in total. Through donation of medical devices and equipment, Hemofarm Foundation supported and aided numerous institutions of the healthcare system, clinical and hospital centres, maternity wards and health centres, as well as schools and kindergartens, cultural institutions, sports associations and events. Numerous projects of great importance for the society and infrastructure were initiated and completed, together with hundreds of projects in the field of education, culture, environmental protection, and sport, with the aim of improving the quality of life of all citizens. On the occasion of this important jubilee, Hemofarm Foundation established the Excellence Award which would be awarded every year, as of 2018, to individuals, institutions or organisations for exceptional contribution in the fields of health, education and culture. The award represents a tangible support for development of ideas and projects which change the face of our society for the better, and the first Excellence Award was presented to Vigor Majić, Director of Petnica Science Center. A new, redesigned internet site of Hemofarm Foundation, and a new blog on the topic: "How to Preserve the Heart of Society" were launched on the day of marking the jubilee. Among the bloggers were prominent individuals, representatives of international community and diplomacy.



# Komparativna analiza održivog razvoja i uticaja Hemofarma (2016-2018)

## Comparative analysis of Hemofarm's sustainable development and impact (2016-2018)

305-1 | 305-2 | 305-4 | 305-5 | 305-6 | 305-7

Tokom 2018. godine Hemofarm je oborio novi proizvodni rekord – 245 miliona pakovanja gotovih proizvoda, što je za 1% više nego prethodne godine. Uprkos tome, utrošak svih ključnih resursa je smanjen, što najbolje potvrđuje veliki napredak kompanije u upravljanju održivim razvojem i potrošnjom energije. Takođe, navedeni parametri dokaz su izuzetno visokog nivoa optimizacije svih proizvodnih i operativnih procesa, što je rezultiralo i budžetskim uštedama u odnosu na planirane troškove. Ovako ustrojena proizvodnja, sa višestrukim uspesima koji su osnova daljeg razvoja kompanije, najbolja su motivacija i za Hemofarm i za STADA Grupu da se nastavi u istom pravcu i da se razmotre nove mogućnosti za još efikasniju proizvodnju, čiji je uticaj na okruženje isključivo pozitivan.

During 2018, Hemofarm broke a new production record – 245 million packs of finished products, which is an increase of 1% compared to the previous year. Nevertheless, the consumption of all key resources was reduced, which best confirms company's great progress in managing sustainable development and energy consumption. Likewise, the mentioned parameters are the evidence of an extremely high level of the optimization of all production and operational processes, which resulted also in budget savings compared to planned costs. Such a customized production with multiple successes that are the basis of further company development is the best motivation for both Hemofarm and STADA Group to continue in the same direction and review new possibilities for even more efficient production with exclusively positive impact on the environment.

Utrošak resursa Resources consumption	2016	2017	2018	razlika difference	
Potrošnja el. energije (kWh) Electricity consumption (kWh)	45.371.748	47.278.126	45.615.616	-3,6%	Na smanjenje potrošnje uticala je planska obustava proizvodnje u avgustu i sve bolje upravljanje potrošnjom energenata / Planned production suspension in August and better management of energy consumption influenced the decrease in consumption.
Potrošnja gasa (m3) Gas consumption (m3)	6.135.542	6.830.641	6.452.489	-5,5%	
Voda iz javnog vodovoda (m3) Public water supply syst. (m3)	350.349	360.094	354.947	-1,4%	Smanjenje utroška vode iz svih izvora, uprkos rastu proizvodnje, dokaz je vrhunske optimizacije proizvodnih procesa / Reducing the consumption of water from all sources, despite the increase in production, is a proof of the quality optimization of the production process.
Voda iz arteških bunara (m3) Artesian wells (m3)	71.916	116.970	81.416	-30,4%	
Ukupno potrošnja vode Total water consumption	422.265	477.064	436.363	-8,5%	

Potrošnja energenata po pakovanju gotovog proizvoda Consumption of energy sources per finished product pack	2016	2017	2018
<b>ELEKTRIČNA ENERGIJA (kWh/pak)</b> ELECTRICITY (kWh/pack)	0,16	0,16	0,15 (↓)
<b>PRIRODNI GAS (m3/pak)</b> NATURAL GAS (m3/pack)	0,02	0,02	0,02 (↓)

**Napomena:** Usled građevinskih radova i unapređivanja proizvodnih i poslovnih objekata od ukupnog utroška energenata u 2018. za ove namene je potrošeno oko 15% električne energije i prirodnog gasa.  
**Note:** Out of total energy consumption in 2018, about 15% of electricity and natural gas was consumed for construction works and upgrades of production and business facilities.

PROIZVODNJA I PRODAJA PRODUCTION & SALES	2016	2017	2018
<b>PROIZVODNJA (u milionima pakovanja)</b> PRODUCTION (in millions of packs)	221	244	245 (↑)

**Napomena:** Proizvodnja je porasla ukupno 1% (po obimu) u odnosu na 2017.  
**Note:** Production grew by a total of 1% (in volume) compared to 2017.

PRODAJA (u milionima dinara) SALES (in millions of RSD)	26.979	26.263	30.036(↑)
<b>Napomena:</b> Hemofarm a.d. beleži rast prihoda od prodaje u 2018.godini za 14,36% u odnosu na 2017.godinu. U odnosu na 2017. godinu, rast beleži prodaja ka trećim licima u zemlji i inostranstvu. Na interkompanijskim tržištima na nivou STADA Grupe dolazi do blagog pada, dok je na interkompanijskim tržištima Hemofarm grupe došlo do porasta prihoda. <b>Note:</b> Hemofarm A.D. recorded increase in income from sales by 14.36% in 2018 compared to 2017. Sales to third parties in the country and abroad recorded growth compared to 2017. There was a slight decline in intercompany markets at the STADA Group level, while increase in revenues was recorded in Hemofarm Group intercompany markets.			

Emisije gasova sa efektom staklene bašte (Freoni) / GHG emissions (Freons) / (tCO2eq)	2016	2017	2018
<b>FREON R404A</b>	442,4	236,6	827,9 (↑)
<b>FREON R134A</b>	682,5	998,4	468,0 (↓)
<b>FREON R507</b>	360,2	1215,8	1035,7 (↓)
<b>Emisija po pakovanju gotovog proizvoda</b> Emission per finished product pack	0,0000067	0,0000100	0,0000095(↓)

**Napomena:** Uprkos povećanju proizvodnje za oko 1%, emisije gasova sa efektom staklene bašte po pakovanju gotovog proizvoda su manje za čak 5%  
**Note:** Despite the increase in production by approximately 1%, greenhouse gas emissions per pack of finished product were lower by as much as 5%

Scope1 - GHG emisije - GHG emissions	1) Izvor: prirodni gas Source: natural gas			2) Izvor: rashladni fluidi Source: refrigerants			3) Izvor: goriva,vozni park Source: fuels, mobile combustion		
	CO <sub>2</sub>	CH <sub>4</sub>	NO <sub>x</sub>	R404a	R134a	R507	CO <sub>2</sub>	CH <sub>4</sub>	NO <sub>x</sub>
<b>Emisija, t_gas</b> Emission, t_gas	12186,97	0,22	0,022	827,99	468,00	1035,70	688,78	0,05	0,04
<b>Emisija, t_CO<sub>2</sub>eq</b> Emission, t_CO <sub>2</sub> eq	12186,97	6,08	5,76						
<b>Emisija, t_CO<sub>2</sub>eq</b> Emission, t_CO <sub>2</sub> eq	12198,81	81%		2331,69	15%		515,05	3%	

**TOTAL SCOPE 1, tCO<sub>2</sub>eq: 15045.55 (-4.7%)**

Scope 2 CO <sub>2</sub> [tons CO <sub>2</sub> eq.] emisije od kupljene električne energije/ emissions from purchased electricity	Vršac	Šabac	Total
	41.083,10	9.792,00	50.875,90

Upravljanje otpadom Waste management	(t) generisano/ zbrinuto generated/ disposed of	2016	2017	2018
<b>OPASAN</b> HAZARDOUS		<b>162,13 / 167,08</b>	<b>181,73 / 200,19</b>	<b>173,39(↓) / 192,50*</b>
<b>NEOPASAN</b> NONHAZARDOUS		<b>640,75 / 638,15</b>	<b>627,76 / 629,05</b>	<b>619,81(↓) / 616,58**</b>

\*navedena količina je zbrinuta u 2018, uzimajući u obzir i količine koje su prema planu i dinamici zbrinjavanja prebačene iz ranijih godina  
\* the stated quantity was disposed of in 2018, taking into account also the quantities that were transferred from the previous years according to the plan and the dynamics of waste management;  
\*\*zbrinjavanje preostale količine generisanog neopasnog otpada biće realizovano u skladu sa planom i dinamikom upravljanja otpadom  
\*\*remaining quantities of generated non-hazardous waste will be disposed of in accordance with the waste management plan and schedule-  
**Napomena: uprkos porastu proizvodnje, Hemofarm je u 2018. generisao manje otpada u odnosu na prethodnu godinu.**  
Note: in spite of the increase in production, Hemofarm generated less waste in 2018 compared to the previous year.

KRETANJE BROJA ZAPOSLENIH HEADCOUNT TREND	2016	2017	2018
<b>Žene</b> Female	<b>1.237</b>	<b>1.160</b>	<b>1.235 (↑)</b>
<b>Muškarci</b> Male	<b>1.086</b>	<b>1.024</b>	<b>1.107 (↑)</b>
<b>Ukupno</b> Total	<b>2.323</b>	<b>2.184</b>	<b>2.342 (↑)</b>
<b>Broj povreda na radu</b> Nr. of injuries at work	<b>21</b>	<b>19</b>	<b>14 (↓)</b>
<b>Prema broju zaposlenih (%)</b> Compared to nr. of employees (%)	<b>0,90</b>	<b>0,85</b>	<b>0,60 (↓)</b>

REZULTATI UPOTREBE RECIKLIRANOG KARTONA ZA PAKOVANJE PROIZVODA RESULTS OF USE OF RECYCLED CARDBOARD FOR PRODUCT PACKAGING				
	1 t	2016 (615,2t)	2017 (931,5t)	2018 (1.024,7t)
<b>Ušteda el. energije</b> Electricity savings	<b>4.200 kW</b>	<b>2.584 MW</b> ili oko 26 dana potrošnje el. energije u Hemofarmu or about 26 days of electric power consumption in Hemofarm	<b>3.912 MW</b> ili oko 40 dana potrošnje el. energije u Hemofarmu or about 40 days of electric power consumption in Hemofarm	<b>4.304 MW</b> ili oko 44 dana potrošnje el. energije u Hemofarmu or about 44 days of electric power consumption in Hemofarm
<b>Ušteda vode (m<sup>3</sup>)</b> Water savings (m <sup>3</sup> )		<b>19.688.000</b> ili oko 22 dana potrošnje vode u Hemofarmu or about 22 days of water consumption in Hemofarm	<b>29.808.000</b> ili oko 34 dana potrošnje vode u Hemofarmu or about 34 days of water consumption in Hemofarm	<b>32.790.400</b> ili oko 37 dana potrošnje vode u Hemofarmu or about 37 days of water consumption in Hemofarm
<b>Sačuvana stabla (kom)</b> Preserved trees (pcs.)	<b>17</b>	<b>10.459</b>	<b>15.835</b>	<b>17.420</b>
<b>Za 74% se manje zagađuje vazduh / Air pollution reduced by 74%</b>				
<b>Novčana ušteda je do 11% / Financial savings of up to 11%</b>				
<b>Napomena: Prosečna mesečna potrošnja (za 30 dana) električne energije je oko 2,97 mil kWh ili oko 24 hiljade m<sup>3</sup> gradske vode (ne računajući arteški bunar) odnosno 26.296 m<sup>3</sup> vode (računajući oba izvora).</b> Note: Average monthly consumption (for 30 days) of electric power is about 2,97 mil. kWh or approximately 24 thousand m <sup>3</sup> of tap water (excluding artesian well), i.e. 26,296 m <sup>3</sup> of water (including both sources).				



# O izveštaju i principima izveštavanja

## About report and reporting principles

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304-1	304-2	304-3	304-4					
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307-1								
308-2								
402-1								
406-1								
407-1								
408-1								
409-1								
411-1								
413-2								
414-2								
415-1								
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Pod terminom „lokalno“ u kontekstu Hemofarma i ovog izveštaja, podrazumeva se teritorija Republike Srbije.

Pod pojmovima „menadžment“ i „upravljanje“ u ovom izveštaju se podrazumeva niži, srednji i viši menadžment kompanije, uključujući i najviša upravljačka tela – generalnog direktora i SMT (senior menadžment tim), koji vrši ulogu u okviru upravljanja jednaku Upravnom odboru.

Klimatske promene ne utiču u značajnoj meri na poslovanje kompanije.

Celokupno poslovanje Hemofarma a.d. u 2018. bilo je u potpunosti usaglašeno sa važećom zakonskom regulativom. Sa tim u vezi, nije zabeležen ni jedan slučaj pritužbe ili kazne vezane za proizvode kompanije.

Hemofarm a.d. nema nikakva ograničenja na izveštavanje niti unutar organizacije niti izvan nje. Takođe, u odnosu na podatke prezentovane u prethodnom ciklusu izveštavanja (za 2017.) nije bilo nikakvih naknadnih korekcija prethodno iznetih cifara.

The term "local" in the context of Hemofarm and this report means the territory of the Republic of Serbia.

The term "management" and "governance" in this Report means junior, middle and senior management of the company, including also the top-level management bodies – Chief Executive Officer and SMT (Senior Management Team), which plays the management role equal to the Board of Directors.

Climate change does not significantly affect business operation of the company.

Overall business operations of Hemofarm A.D. in 2018 were completely aligned with applicable legislation. Accordingly, not a single case of complaints or fines related to company products was recorded.

Hemofarm A.D. has no reporting limitations, neither within the organization nor outside of it. Also, with regard to the data presented in the previous reporting cycle (for 2017), there were no subsequent adjustments of the previously stated figures.

Tokom 2018. godine, kao u i prethodnim ciklusima izveštavanja, Hemofarm a.d. nije primio niti pružio bilo koju vrstu materijalnih ili finansijskih donacija političkim partijama, politički aktivnim licima ili političkim i državnim ustanovama.

Tokom 2018. godine nije bilo žalbi niti je pokrenut ijedan postupak protiv kompanije po osnovu polne, nacionalne, verske ili nekog drugog vida diskriminacije ili povrede ljudskih prava. Kompanija do sada nije imala slučajeve radnog angažovanja maloletnih radnika, niti slučajeve povrede radnih prava svojih zaposlenih, po bilo kom osnovu.

Hemofarm a.d. u 2018. nije imao nijedan zabeležen incident usled korupcije niti monopolskog ponašanja. Takođe, kompanija nije imala nijedan slučaj neusaglašenosti niti protivrečnosti sa zakonskim propisima.

Tokom dosadašnje poluvekovne istorije kompanije nije zabeležen nijedan slučaj rizične ili krizne situacije koji je naneo štetu kompaniji ili okruženju, niti imao posredno negativan uticaj na lokalne zajednice.

Tokom 2018. godine, kao i u prethodnih šest ciklusa izveštavanja, Hemofarm a.d. nije imao nikakve zvanične primedbe, kazne ili restrikcije po pitanju pakovanja i/ili obeležavanja svojih proizvoda, prometa zabranjenih proizvoda, marketinških komunikacija, kao ni povrede privatnosti i gubitka podataka potrošača.

Poslovanje Hemofarma a.d. nema negativan uticaj na životnu sredinu niti biodiverzitet u okruženju proizvodnih pogona ni poslovnih prostorija kompanije, u kojima se obavlja primarna delatnost. Sa tim u vezi, na lokalitetima na kojima posluje Hemofarm a.d. nema zaštićenih staništa niti ugroženih biljnih i životinjskih vrsta, koje su pod posebnom zaštitom.

Tokom 2018. kao i u periodu od 2012. kada je kompanija započela izveštavanje o održivom razvoju, nije zabeležen nijedan slučaj izlivanja otpadnih voda iz postrojenja u Hemofarmu a.d.

Iako Hemofarm a.d. nema negativan uticaj

In 2018, similarly to the previous reporting cycles, Hemofarm A.D. did not receive or grant any kind of donations, either in kind or in money, to political parties, politically active persons, or political and state institutions.

In 2018, there were neither complaints filed nor proceedings instituted against the company on the grounds of gender, national, religious or any other type of discrimination or violation of human rights. The company has not had either cases of work engagement of minors, or cases of violation of labour rights of its employees, on any grounds whatsoever, so far.

Hemofarm A.D. did not record a single corruption or monopoly-related incident or non-compliance or conflict with legal regulations in 2018.

Not a single case of a risky or crisis situation, which inflicted damage to the company or the environment, or indirectly negatively affected local communities, was recorded over the course of half-a-century long history of the company.

In 2018, as in the previous six reporting cycles, there were no official remarks, fines or restrictions imposed on Hemofarm A.D. as regards packaging and/or labelling of its products, sales of banned products, marketing communication, or violation of privacy, and loss of consumer data.

Business operations of Hemofarm A.D. do not exert negative impact either on the environment or biodiversity in the environment of manufacturing plants and business premises of the company in which core activity is carried out. In that regard, there are no protected habitats or endangered animal and plant species, which are under special protection, at the sites at which Hemofarm A.D. operates.

Not a single case of wastewater discharge from Hemofarm A.D. facilities was recorded neither over the course of 2018, nor in the period from 2012, when the company started reporting on sustainable development, to date.

Although Hemofarm A.D. does not exert negative impact on the environment, the company has been continuously striving to improve its business

na životnu sredinu, kompanija kontinuirano nastoji da unapređuje svoje poslovanje. Jedan od takvih primera jeste inicijativa za smanjenje organskih rastvarača u procesu proizvodnje.

Tokom 2018. godine, kao i u prethodnim ciklusima izveštavanja, Hemofarm a.d. nije imao nikakve žalbe i pritužbe, kao ni kazne za negativan uticaj na životnu sredinu i lokalnu zajednicu. Hemofarm a.d. nema negativan uticaj na starosedelačko stanovništvo u sredinama u kojima obavlja svoju delatnost.

Tokom 2018. godine nije zabeležena nijedna neusaglašenost proizvoda Hemofarma a.d. sa aspektima bezbednosti i zaštite zdravlja u skladu sa zakonom. Profesionalnih oboljenja i bolesti u vezi sa radom u Hemofarmu nije bilo ni u 2018. godini.

Sveobuhvatan pristup upravljanju rizicima i preventivnom delovanju, Hemofarm potvrđuje i kroz aktivnu brigu o svom okruženju. U periodu od 2009. do danas, kompanija je uradila više od 10 referentnih procena i studija uticaja na životnu sredinu, poput studija uticaja na životnu sredinu u slučaju akcidentnih i drugih neželjenih situacija, studija uticaja na životnu sredinu za primarne prečišćivače otpadnih voda, i dr. Sve one potvrđuju da Hemofarm a.d. ni iz jednog svog proizvodnog ili poslovnog objekta, ni na koji način, nema štetan uticaj na okruženje.

Svaku potencijalnu promenu koja je vezana za radno mesto i poslovnu poziciju, Hemofarm nudi zaposlenom u pisanoj formi, uz zakonom zagarantovan rok od 8 dana, u okviru koga ima pravo da se izjasni – prihvati ili ne prihvati dati predlog za promenu.

Svaki zaposleni dobija povratnu informaciju o svom učinku i stepenu zadovoljenja poslovnih očekivanja u vidu godišnje evaluacije, u okviru čega se postavljaju i ciljevi i prioriteta za dalji rad, a u okviru odgovornosti i poslovnih dužnosti definisanih Ugovorom o radu, te usklađenih sa pravima i obavezama propisanim Kolektivnim ugovorom koji važi za sve zaposlene.

U skladu sa vrstom delatnosti koju obavlja Hemofarm, svi njegovi proizvodi i usluge

operations. One of such examples is the initiative for reducing organic solvents in manufacturing process.

Hemofarm A.D. neither received any complaints or protests, nor had any fine imposed for negative impact on the environment and local community over the course of 2018 or during the previous reporting cycles. Hemofarm A.D. does not exert negative impact on the indigenous population in the communities in which it performs its activity.

There was not any recorded non-compliance of Hemofarm A.D. products with the law in terms of safety and health protection over the course of 2018. Occupational diseases or work-related diseases in Hemofarm were not recorded in 2018.

Hemofarm confirms a comprehensive approach to risk management and preventive action also through active care for the environment. In the period from 2009 to date, the company has made more than 10 reference assessments and environmental impact studies, such as the environmental impact study in case of accidents and other adverse situations, environmental impact study for primary wastewater treatment plants, etc. All of them confirm that Hemofarm A.D. has no adverse environmental impact from any of its manufacturing or business premises, in any way.

Hemofarm offers to its employees any potential job and position related change, in writing, within the legally guaranteed 8-day deadline, during which they have the right to make their statement on the acceptance or non-acceptance of the change proposal.

Each employee receives feedback on their performance and level of meeting business expectations in the form of an annual evaluation, within which the objectives and priorities for further work are set, all within responsibilities and duties defined by the labour contract, and in accordance with the rights and obligations stipulated by the collective bargaining agreement that applies to all employees.

In accordance with the type of activity performed by Hemofarm, all its products and services are subject to constant inspection and verification of the effects on human health, according to



podložni su konstantnoj proveri i potvrdi uticaja na zdravlje ljudi, prema farmaceutskim standardima i zakonskom okviru. Sa tim u vezi, Hemofarmovi sektori R&D, QA i QC imaju posebnu odgovornost u potvrđivanju ispravnosti svakog proizvoda i odsustvu svakog potencijalnog negativnog uticaja.

Pored svoje stručnosti i profesionalizma, zaposleni u Hemofarmu su kroz Mentorski program Hemofarm fondacije investirali i oko 786 sati volonterskog rada, posvećenih razvoju budućih mladih kolega i stručnjaka.

Godišnji Izveštaj o održivom razvoju Hemofarma a.d. pruža svim zainteresovanim stranama informacije o napretku koji kompanija kontinuirano ostvaruje prateći svetske trendove, nastojeći da ostane pouzdan partner u svim odnosima i stabilan oslonac domaćeg zdravstvenog sistema.

U pripremi i izradi ovog godišnjeg Izveštaja o održivom razvoju kompanije Hemofarm a.d., koji obuhvata period od 1. januara do 31. decembra 2018. godine, kao osnova, korišćena su metodološka pravila i principi GRI (Global Reporting Initiative) standarda.

Prethodno publikovani Izveštaj odnosi se na 2017. godinu i izdat je u julu 2018. Ovaj izveštaj ne obuhvata Hemomont, Hemofarm d.o.o. Banja Luka, STADA Hemofarm S.R.L., Ivančić i sinovi, Velexfarm, kao ni druga zavisna društva u zemlji i inostranstvu.

Global Reporting Initiative neprofitna je organizacija koja se zalaže za uspostavljanje održive globalne ekonomije, postavljajući smernice za sastavljanje Izveštaja o održivom razvoju. Navedene smernice priznate su širom sveta i prihvatile su ih sve vodeće kompanije.

pharmaceutical standards and legal framework. In this regard, Hemofarm R&D, QA and QC divisions have a special responsibility in verifying the compliance of each product and absence of any possible negative impact.

In addition to their expertise and professionalism, Hemofarm employees have also invested approximately 786 hours of volunteer work dedicated to the development of future young colleagues and experts through the Mentoring Programme of Hemofarm Foundation.

Annual Sustainable Development Report of Hemofarm A.D. provides all stakeholders with information on the progress that the company continuously achieves following the global trends, trying to remain a reliable partner in all relationships and a stable support of the national health-care system.

The methodology-related rules and principles of the GRI (Global Reporting Initiative) standards have been used as the basis for the development and preparation of this Annual Sustainable Development Report of Hemofarm A.D. which covers the period from January 1st to December 31st, 2018.

The previously published Report relates to the year 2017, and was released in July 2018. This Report does not include Hemomont, Hemofarm d.o.o. Banja Luka, STADA Hemofarm S.R.L., Ivančić i sinovi, Velexfarm, as well as other subsidiaries in Serbia and abroad.

The Global Reporting Initiative is a non-profit organization that advocates for the establishment of a sustainable global economy, setting out guidelines for the preparation of Sustainable Development Report. The specified guidelines are acknowledged worldwide, and accepted by all leading companies.



## MATRICA MATERIJALNOSTI / MATERIALITY MATRIX

Polazna osnova za pripremu ovog Izveštaja je Hemofarmova Matrica materijalnosti (prezentovana na početku Izveštaja), koja predstavlja uporedni pregled najvažnijih tema za poslovanje iz ugla kompanije, s jedne, i ključnih zainteresovanih strana, s druge strane.

Teme su rangirane prema uticaju i značaju iz ugla kompanije (horizontalna osa) i pozicionirane prema ocenama dobijenim od zainteresovanih strana (na vertikalnoj osi).

Analizom GRI indikatora povezani su indikatori i teme, čime Matrica materijalnosti daje osnov za buduće izveštavanje, ali i unapređenje poslovanja. Osim toga, kompanija je obradila i teme koje nisu bile najviše rangirane a smatraju se bitnim za ukupni razvoj lokalnih zajednica u kojima Hemofarm posluje, što prevazilazi zahteve osnovnog nivoa izveštavanja po GRI standardu.

S obzirom na to da Izveštaj o održivom razvoju obuhvata teme koje su od značaja za kompaniju i zainteresovane strane, Izveštaj može predstavljati osnov za procenu i odluke organa upravljanja i zainteresovanih strana. Primena GRI smernica omogućava kompaniji da transparentno izvesti o učinku u četiri ključne oblasti održivog poslovanja ekonomskoj, ekološkoj, socijalnoj i upravljačkoj. Pored profila kompanije, kao i broja indikatora, temelj izveštaja zasniva se na principima koji slede.

The starting point for the preparation of this Report is the Hemofarm Materiality Matrix (presented at the beginning of the Report), which represents a comparative overview of the most important business topics from the perspective of the company, on one part, and key stakeholders, on the other part.

Topics are ranked according to the impact and significance from company's standpoint (horizontal axis) and positioned according to assessments obtained from stakeholders (vertical axis).

Indicators and topics are connected by the analysis of GRI indicators, whereby the Materiality Matrix gives the basis for future reporting as well as business improvement. In addition, the company processed also topics that were not among the top-ranked ones, but are considered essential for the overall development of local communities in which Hemofarm operates, which exceeds the requirements of the basic reporting level according to the GRI standard.

Given that the Sustainable Development Report encompasses topics of relevance to the company and stakeholders, the Report can be the basis for the estimates and decisions of the management bodies and stakeholders. The application of GRI guidelines enables the company to transparently report on the performance in four key areas of sustainable operations: economic, environmental, social, and management. In addition to the company profile, as well as the number of indicators, the report is grounded on the following principles.



## MATERIJALNOST / MATERIALITY

Izveštaj obuhvata sve one teme koje su važne zainteresovanim stranama. U Izveštaj su uključene sve teme koje se odnose na ekonomiju, ekologiju, na socijalne i upravljačke aktivnosti, ali i na aktivnosti koje su imale uticaja na kompaniju, odnosno na aktivnosti koje bi potencijalno uticale na mišljenje zainteresovanih strana.

Proces određivanja prioriteta tema u Izveštaju za 2018. godinu podrazumevao je aktivan dijalog za ključnim zainteresovanim stranama putem radionica i onlajn anketa, kreirajući Matricu materijalnosti, u skladu sa GRI smernicama, potrebama i interesima svih zainteresovanih strana, kao i strateškim prioritetima kompanije.

## INKLUZIVNOST / INCLUSIVITY

Jedan od ciljeva Hemofarma i izveštavanja o održivom razvoju jeste da se, stvaranjem uslova za efikasan dijalog sa svim zainteresovanim stranama, unaprede međusobni odnosi i podigne opšti nivo zadovoljstva poslovanjem kompanije. Izveštaj, osim dijaloga sa ključnim zainteresovanim stranama, obuhvata i interna istraživanja stavova zaposlenih, potom godišnja istraživanja stručne javnosti – lekara i farmaceuta, veletrgovlja i privatnih apoteka i istraživanja tržišta, što sve zajedno pokazuje na koji način poslovanje kompanije utiče na okolinu.

U kompaniji se rado očekuju sve povratne informacije koje će čitateljke i čitaoci ovog izveštaja imati na njegov kvalitet i sadržaj, jer u Hemofarmu postoji spremnost da se razmotre sve povratne informacije, kako bi budući izveštaji bili kvalitetniji. Mejl za sugestije, utiske i sve povratne informacije je [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com).

The Report encompasses all the topics which are relevant for the stakeholders. The Report includes all economic, environmental, social and management-related topics and activities, as well as the activities which had influence on the company, that is, activities which would have a possible effect on the opinion of stakeholders.

The process of prioritizing the topics in 2018 Report involved an active dialogue with key stakeholders through workshops and online surveys, creating the Materiality Matrix in accordance with GRI guidelines, needs and interests of all stakeholders, as well as strategic priorities of the company.

One of Hemofarm's and sustainability reporting goals is to improve mutual relations and raise the general level of satisfaction with company operations by creating conditions for an efficient dialogue with all stakeholders. Apart from the dialogue with key stakeholders, the Report also includes internal survey on employees' attitudes, annual survey among the expert public - physicians and pharmacists, wholesalers, and private pharmacies, and market research, jointly showing in which way the company operations have an impact on the environment.

The company is looking forward to receiving any feedback from the readers of this Report concerning its quality and content, because Hemofarm is ready to review any feedback so that the quality of future reports would be enhanced. The e-mail address for sending suggestions, impressions, and any feedback is [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com).



## ODRŽIVOST / SUSTAINABILITY

Princip održivosti poslovanja predstavlja način na koji kompanija posmatra svoj dugoročni uticaj na okruženje i prezentuje svoje aktivnosti na nacionalnom, regionalnom i globalnom nivou.

The principle of operation sustainability represents the way in which the company perceives its long-term environmental impact, and presents its activities at the national, regional and global level.

## POTPUNOST / COMPLETENESS

U Izveštaju su izložene informacije i podaci zaključno sa 31. decembrom 2018. godine. Prikazani su i uporedni podaci, gde god je to bilo moguće, za prethodne godine. Finansijski i ekonomski pokazatelji preuzeti su iz finansijskog izveštaja za Hemofarm a.d. za 2018. godinu, a odnose se na aktivnosti kompanije u Srbiji, izuzimajući povezana pravna lica u Crnoj Gori, Bosni i Hercegovini i Rumuniji.

The Report provides information and data until December 31st 2018, inclusive. Comparative data from previous years were also shown, wherever possible. Financial and economic indicators are taken over from Hemofarm A.D. 2018 Financial Statements, pertaining to the company activities in Serbia, excluding related legal entities in Montenegro, Bosnia and Herzegovina, and Romania.

## URAVNOTEŽENOST / BALANCE

Uravnoteženost zahteva predstavljanje kako pozitivnih, tako i negativnih aspekata i uticaja kompanije na održivost, čime se pruža nepristrasna i objektivna slika njenog učinka. Objektivna slika učinka kompanije tokom 2018. godine, kada je reč o ekonomskoj, ekološkoj i društvenoj dimenziji, zasniva se na odgovorima na 36 opštih i 83 specifična indikatora GRI metodologije, koji prezentuju sve informacije od značaja, bez obzira na njihove karakteristike.

Balance requires the presentation of both positive and negative aspects and effects of the company on sustainability, thus providing impartial and objective presentation of its results. Objective presentation of the company results in 2018, in economic, environmental and social segment, is based on responses to 36 general and 83 specific indicators of GRI methodology, which present all relevant information, regardless of their characteristics.

## UPOREDIVOST / COMPARABILITY

Uporedivost znači prikazivanje podataka na dosledan i kontinuiran način, kako bi se pružila mogućnost poređenja sa GRI standardima i drugim kompanijama. Budući da je reč o sedmom Izveštaju o održivom razvoju koji publikuje Hemofarm a.d. moguće je poređenje sa prethodnih šest izveštaja.

Comparability means presenting data in a consistent and continuous manner, so as to provide an option of comparison with GRI standards and other companies. Since this is the seventh Sustainable Development Report published by Hemofarm A.D., it is possible to compare it with the previous six reports.

## TAČNOST / ACCURACY

Tačnost podrazumeva pružanje adekvatnih kvalitativnih i kvantitativnih informacija, kao i stalno unapređivanje sistema za prikupljanje i analizu podataka. Gde nije bilo moguće prikupiti izvorne podatke, vršene su kalkulacije uz objašnjenje metodologije obračuna.

Accuracy implies providing information of appropriate quality and quantity, while constantly improving the system of data collection and analysis. Where source data could not be collected, calculations were performed with explanations regarding the calculation methodology.

## BLAGOVREMENOST / TIMELINESS

Blagovremenost označava doslednost u učestalosti izveštavanja i dužini perioda izveštavanja, čime se osigurava redovna dostupnost informacijama i mogućnost donošenja adekvatnih i pravovremenih odluka u vezi sa kompanijom i njenim poslovanjem.

Timeliness means consistency in reporting frequency and length of reporting period in order to secure availability of information on regular basis, and possibility to make adequate and timely decisions regarding the company and its operations.

## JASNOĆA / CLARITY

Jasnoća u stvari predstavlja prezentovanje informacija na pregledan, jednostavan i jasan način, čime se osigurava pristupačnost informacijama. Dostupnost i razumljivost svim zainteresovanim stranama bili su glavni orijentiri kojima se težilo prilikom izrade Izveštaja za 2018. godinu.

Clarity is actually presenting information in a transparent, simple and clear manner, thus ensuring the accessibility to information. Availability and intelligibility of information on the part of all stakeholders were the major landmarks which were strived to be reached during the preparation of the 2018 Report.

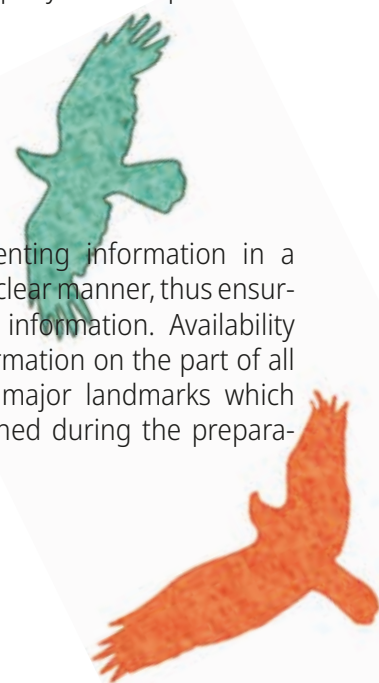
## POUZDANOST / RELIABILITY

Pouzdanost podrazumeva prikupljanje, beleženje, sastavljanje, analiziranje i objavljivanje informacija na način koji se može podvrgnuti proverbi i koji potkrepljuje kvalitet i materijalnost informacije.

Oslanjajući se na standarde i zahteve GRI metodologije, priznate u svetu, verifikaciju ovog izveštaja sprovela je revizorska kuća Ernst & Young d.o.o. Beograd.

Reliability means collecting, recording, compiling, analysing, and publishing information in a way which can be subjected to inspection and which can substantiate quality and materiality of information.

Relying on standards and requirements of the globally recognized GRI methodology, this Report was verified by the auditing company Ernst & Young d.o.o. Beograd.



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403-7	<b>Prevenција i ublažavanje uticaja zdravlja i bezbednosti na radu koji su direktno povezani sa poslovnim odnosima</b> Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47
403-8	<b>Radnici obuhvaćeni sistemom upravljanja zdravljem i bezbednošću na radu</b> Workers covered by an occupational health and safety management system	47
403-9	<b>Povrede vezano za rad</b> Work-related injuries	47
403-10	<b>Loše zdravlje vezano za rad</b> Work-related ill health	47

## Obuka i obrazovanje / Training and Education

### GRI 404: Obuka i obrazovanje 2016

GRI 404: Training and Education 2016

404-1	<b>Prosečan broj sati obuke po zaposlenom</b> Average hours of training per year per employee	65
404-2	<b>Programi za unapređenje veština zaposlenih i programi pomoći za tranziciju</b> Programs for upgrading employee skills and transition assistance programs	65
404-3	<b>Procenat zaposlenih koji imaju redovnu ocenu učinka i razvoja karijere</b> Percentage of employees receiving regular performance and career development reviews	65

## Raznovrsnost i jednake mogućnosti / Diversity and Equal Opportunity

### GRI 405: Raznovrsnost i jednake mogućnosti 2016

GRI 405: Diversity and Equal Opportunity 2016

405-1	<b>Raznovrsnost upravljačkih tela i zaposlenih</b> Diversity of governance bodies and employees	65
405-2	<b>Odnos osnovne zarade i naknade žena i muškaraca</b> Ratio of basic salary and remuneration of women to men	65



**Nediskriminacija / Non-discrimination**

<b>GRI 406: Nediskriminacija 2016</b> GRI 406: Non-discrimination 2016	406-1	<b>Sistem upravljanja zdravljem i bezbednošću na radu</b> Occupational health and safety management system	99
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**Sloboda udruživanja i kolektivno pregovaranje /  
Freedom of Association and Collective Bargaining**

<b>GRI 407: Sloboda udruživanja i kolektivno pregovaranje 2016</b> GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	<b>Poslovanje i dobavljači kod kojih može biti ugroženo pravo na slobodu udruživanja i kolektivno pregovaranje</b> Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	99
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**Dečiji rad / Child Labor**

<b>GRI 408: Dečiji rad 2016</b> GRI 408: Child Labor 2016	408-1	<b>Značajan rizik dečijeg rada u poslovanju i kod dobavljača</b> Operations and suppliers at significant risk for incidents of child labor	99
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**Prinudni ili obavezni rad / Forced or Compulsory Labor**

<b>GRI 409: Prinudni ili obavezni rad 2016</b> GRI 409: Forced or Compulsory Labor 2016	409-1	<b>Značajan rizik od prisilnog ili prinudnog rada u poslovanju i kod dobavljača</b> Operations and suppliers at significant risk for incidents of forced or compulsory labor	99
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**Sigurnosne prakse / Security Practices**

<b>GRI 410: Sigurnosne prakse 2016</b> GRI 410: Security Practices 2016	410-1	<b>Osoblje obezbeđenja koje je obučeno u pogledu politika ljudskih prava ili procedura</b> Security personnel trained in human rights policies or procedures	65
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**Prava autohtonih naroda / Rights of Indigenous Peoples**

<b>GRI 411: Prava autohtonih naroda 2016</b> GRI 411: Rights of Indigenous Peoples 2016	411-1	<b>Slučajevi kršenja prava autohtonih naroda</b> Incidents of violations involving rights of indigenous peoples	99
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## Procene ljudskih prava / Human Rights Assessment

<b>GRI 412: Procene ljudskih prava 2016</b> GRI 412: Human Rights Assessment 2016	412-1	<b>Poslovanje koje je predmet pregleda ljudskih prava ili procene uticaja</b> Operations that have been subject to human rights reviews or impact assessments	65
	412-2	<b>Obuka zaposlenih o politikama ili postupcima ljudskih prava</b> Employee training on human rights policies or procedures	65
	412-3	<b>Značajni sporazumi i ugovori o investiranju koji uključuju odredbe vezano za ljudska prava ili koji su prošli skrining vezano za ljudska prava</b> Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	65

## Lokalne zajednice / Local Communities

<b>GRI 413: Lokalne zajednice 2016</b> GRI 413: Local Communities 2016	413-1	<b>Angažovanje lokalne zajednice, procena uticaja i razvojni programi</b> Operations with local community engagement, impact assessments, and development programs	91
	413-2	<b>Poslovanje sa značajnim stvarnim i potencijalnim negativnim uticajem na lokalne zajednice</b> Operations with significant actual and potential negative impacts on local communities	99

## Procena dobavljača u pogledu uticaja na društvo / Supplier Social Assessment

<b>GRI 414: Procena dobavljača u pogledu uticaja na društvo 2016</b> GRI 414: Supplier Social Assessment 2016	414-1	<b>Novi dobavljači na kojima je izvršen skrining koristeći društvene kriterijume</b> New suppliers that were screened using social criteria	33
	414-2	<b>Negativni uticaji na društvo u lancu snabdevanja i preduzete mere</b> Negative social impacts in the supply chain and actions taken	99

## Javna politika / Public Policy

<b>GRI 415: Javna politika 2016</b> GRI 415: Public Policy 2016	415-1	<b>Politički doprinosi</b> Political contributions	99
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## Zdravlje i bezbednost kupaca / Customer Health and Safety

<b>GRI 416: Zdravlje i bezbednost kupaca 2016</b> GRI 416: Customer Health and Safety 2016	416-1	<b>Procena uticaja kategorija proizvoda i usluga na zdravlje i bezbednost</b> Assessment of the health and safety impacts of product and service categories	65
	416-2	<b>Slučajevi neusaglašenosti vezano za uticaj proizvoda i usluga na zdravlje i bezbednost</b> Incidents of non-compliance concerning the health and safety impacts of products and services	65

## Marketing i obeležavanje / Marketing and Labeling

<b>GRI 417: Marketing i obeležavanje 2016</b> GRI 417: Marketing and Labeling 2016	417-1	<b>Zahtevi vezano za informacije i obeležavanje proizvoda i usluga</b> Requirements for product and service information and labeling	65
	417-2	<b>Slučajevi neusaglašenosti vezano za informacije i obeležavanje proizvoda i usluga</b> Incidents of non-compliance concerning product and service information and labeling	65
	417-3	<b>Slučajevi neusaglašenosti vezano za marketinško komuniciranje</b> Incidents of non-compliance concerning marketing communications	65

## Privatnost korisnika / Customer Privacy

<b>GRI 418: Privatnost korisnika 2016</b> GRI 418: Customer Privacy 2016	418-1	<b>Potkrepljene žalbe vezano za kršenje privatnosti korisnika i gubitak podataka o korisniku</b> Substantiated complaints concerning breaches of customer privacy and losses of customer data	99
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## Socioekonomska usaglašenost / Socioeconomic Compliance

<b>GRI 419: Socioekonomska usaglašenost 2016</b> GRI 419: Socioeconomic Compliance 2016	419-1	<b>Neusaglašenost sa zakonima i propisima u društvenoj i ekonomskoj oblasti</b> Non-compliance with laws and regulations in the social and economic area	99
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## NEZAVISNI IZVEŠTAJ O OGRANIČENOM PREGLEDU

### RUKOVODSTVU HEMOFARMA A.D. VRŠAC

Izveštaj o održivom razvoju za 2018. godinu (u daljem tekstu: „Izveštaj“) društva Hemofarm a.d. Vršac (u daljem tekstu: „Društvo“) je pripremljen od strane rukovodstva Društva koje je odgovorno za prikupljanje i prezentaciju informacija koje su u njemu sadržane. Naša odgovornost zasniva se na sprovođenju ograničenog uveravanja posebnog obima na Izveštaj koji je pripremljen u skladu sa osnovnim nivoom izveštavanja u skladu sa Smernicama izveštavanja o održivosti Inicijative o globalnom izveštavanju (u daljem tekstu: „GRI“). Naša odgovornost u obavljanju našeg angažovanja uveravanja je isključivo prema rukovodstvu Društva i u skladu je sa projektim zadatkom koji smo dogovorili. Ne prihvatamo niti preuzimamo odgovornost i za bilo koju drugu svrhu prema bilo kom drugom licu ili organizaciji. Svako pozivanje bilo kojeg trećeg lica na ovaj Izveštaj je na sopstveni rizik i odgovornost.

Rukovodstvo Društva je odgovorno za pripremu Izveštaja u skladu sa GRI. Dodatno, rukovodstvo Društva je odgovorno za interne kontrole koje su dizajnirane i implementirane kako bi sprečile da Izveštaj sadrži materijalno pogrešne iskaze. Pored toga, rukovodstvo Društva je odgovorno da obezbedi da je dokumentacija koja nam je dostavljena potpuna i tačna. Rukovodstvo Društva je takođe odgovorno za održavanje sistema internih kontrola koji u razumnoj meri obezbeđuje da gore navedena dokumentacija ne sadrži materijalno značajne pogrešne iskaze nastale usled prevarne radnje ili greške.

### OBIM ANGAŽOVANJA I KRITERIJUMI

Angažovanje uveravanja planirano je i izvršeno u skladu sa Međunarodnim standardom za angažovanja uveravanja osim revizije i pregleda istorijskih finansijskih informacija (u daljem tekstu „ISAE 3000-revidiran“) sa ciljem sticanja ograničenog uveravanja na:

1. Tačnost i kompletnost kvantitativnih podataka i verodostojnost kvalitativnih informacija koje se odnose na GRI Opšte standardne podatke, zahtevane prema osnovnom nivou izveštavanja.
2. Tačnost i kompletnost kvantitativnih podataka (indikatora performansi) i verodostojnosti izjava (GRI Podaci o pristupu upravljanju- GRI „DMA“) koji se odnose na GRI Specifične standardne podatke, a koji odgovaraju aspektima koji su materijalni u najvećoj meri kao što je to prikazano u analizi materijalnosti Društva.
3. Uskladenost Izveštaja koji je pripremljen u skladu sa osnovnim nivoom izveštavanja sa odgovarajućim zahtevima GRI smernica izveštavanja o održivosti.



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## OBAVLJENI POSTUPCI

U cilju formiranja zaključaka, naše procedure bile su zasnovane (ali nisu ograničene), na sledećem:

- Sprovedenim razgovorima sa predstavnicima rukovodstva Društva kako bismo stekli razumevanje procesa, politika i aktivnosti u oblasti korporativne odgovornosti tokom izveštajnog perioda.
- Pregledu informacija kako bismo potkrepili podatke i iskaze u vezi sa održivim poslovanjem Društva tokom 2018. godine, predstavljenih u Izveštaju.
- Pregledu procesa u Društvu kako bi utvrdili materijalna pitanja koja treba uključiti u Izveštaj, zastupljenost ovih materijalnih pitanja u okviru Izveštaja kao i materijalnih pitanja koja su zastupljena u medijima i izveštajima o održivosti odabrane konkurencije.
- Razgovorima sa stručnjacima koji su odgovorni za upravljanje, upoređivanje i pregled podataka koja se odnose na GRI Opšte i Specifične standardne podatke u okviru našeg angažovanja, a za potrebe internog i javnog izveštavanja.
- Pregledu relevantne dokumentacije i sistema izveštavanja, uključujući alate za upoređivanje, korišćene modele i smernice.
- Pregledu Izveštaja u smislu adekvatnog obelodanjivanja GRI Opštih i Specifičnih standardnih podataka u okviru našeg angažovanja koji uključuje diskusiju o ograničenjima i pretpostavkama koje se odnose na način na koji su podaci predstavljeni.
- Pregled GRI Sadržaja Indeksa kao i navedenih referenci i njihovu usklađenost sa zahtevima osnovnog nivoa izveštavanja.

## NIVO UVERAVANJA

Naše procedure su kreirane sa ciljem dobijanja ograničenog uveravanja (kao što se navodi u ISAE 3000-revidiran) na osnovu kojeg smo formirali naše zaključke. Obim ovih procedura je manji od onih čiji je cilj dobijanje razumnog nivoa uveravanja i iz tog razloga, pribavljen je niži nivo uveravanja.

## OGRANIČENJA NAŠEG PREGLEDA

- ▶ Naš pregled je bio ograničen na verziju Izveštaja na srpskom jeziku. U slučaju nekonzistentnosti u prevodu između srpske i engleske verzije Izveštaja, kada su u pitanju naši zaključci, verzija na srpskom jeziku biće merodavna.
- ▶ Ne iskazujemo uverenje koje se odnosi na buduće informacije kao što su procene, očekivanja ili ciljevi kao ni njihova ostvarljivost.
- ▶ Obim našeg angažovanja nije uključivao pregled aktivnosti ili učinke trećih lica niti prisustvovanje aktivnostima angažovanja zainteresovanih strana.
- ▶ Naš pregled nije uključivao testiranje informacionih sistema Društva koji su korišćeni ili na kojima se zasnivalo prikupljanje i grupisanje podataka.



## ZAKLJUČCI

Na osnovu našeg pregleda i u skladu sa projektnim zadatkom i ograničenjima našeg angažovanja, iznosimo sledeće zaključke. Naši zaključci su zasnovani na adekvatnoj primeni odabranih kriterijuma i potrebno ih je tumačiti zajedno sa datim paragrafom „Obavljeni postupci“.

1. Koliko su kompletni i tačni kvantitativni podaci i koliko su verodostojne kvalitativne informacije koje se odnose na GRI Opšte standardne podatke koji su u okviru našeg obima angažovanja?
  - Nismo došli do saznanja koja bi ukazivala da Društvo, prema postavljenim granicama i u periodu izveštavanja na koji se Izveštaj odnosi, nije uključilo kvantitativne podatke u Izveštaj koji se odnose na GRI Opšti standardni podaci, a koji su u okviru našeg obima angažovanja.
  - Nismo došli do saznanja koja bi ukazivala da postoje greške ili nepravilnosti u upoređivanju kvantitativnih podataka koji se odnose na GRI Opšte standardne podatke koji su u okviru našeg obima angažovanja ili u prenošenju ovih podataka u Izveštaj, koji bi imali materijalni uticaj na način na koji su predstavljani.
  - Pregledali smo informacije i objašnjenja izabranih iskaza rukovodstva (kvalitativne informacije) koje se odnose na GRI Opšte standardne podatke, kao što su predstavljene u Izveštaju, i za iste nismo imali saznanja o materijalnim nepravilnostima.
  - Nismo došli do saznanja koja bi nas navela da zaključimo da je analiza materijalnosti nepravilno prikazana na osnovu sprovedenih procedura Društva.
2. U kojom meri su kompletni i tačni kvantitativni podaci (indikator performansi) i koliko su verodostojni iskazi (GRI Podaci o pristupu upravljanju) koji se odnose na GRI Specifične standardne podatke koji su u okviru našeg obima angažovanja?
  - Nismo došli do saznanja koja bi ukazivala da Društvo, u skladu sa definisanim granicama za svako materijalno pitanje i u izveštajnom periodu na koji se Izveštaj odnosi, nije uključilo kvantitativne podatke (indikator performansi) u Izveštaj koji je u skladu sa GRI Specifičnim standardnim podacima koji su u okviru našeg angažovanja.
  - Nismo došli do saznanja koja bi ukazivala da postoje greške ili nepravilnosti u upoređivanju kvantitativnih podataka koji se odnose na GRI Specifične standardne podatke koji su u okviru našeg angažovanja ili u prenošenju ovih podataka u Izveštaj, koji bi imali materijalni uticaj na način na koji su predstavljani.
  - Pregledali smo informacije i objašnjenja izabranih iskaza rukovodstva (GRI Podaci o pristupu upravljanju) koje se odnose na GRI Specifične standardne podatke predstavljenih u Izveštaju, i za iste nismo imali saznanja o materijalnim netačnostima.
3. Da li Izveštaj ispunjava zahteve osnovnog nivoa izveštavanja u skladu sa smernicama GRI?
  - Na osnovu našeg pregleda, nismo došli do saznanja koja bi ukazivala da Izveštaj ne ispunjava zahteve osnovnog nivoa izveštavanja u skladu sa smernicama GRI.





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## NEZAVISNOST

Sproveli smo angažovanje uveravanja u skladu sa Međunarodnim standardima za angažovanja, posebno u skladu sa „ISAE 3000-revidiran“. Ovi standardi zahtevaju usklađenost sa etičkim standardima kao i planiranje i sprovođenje angažovanje uveravanja kako bismo dobili ograničeno uveravanje o predmetu navedenom iznad.

Primenjujemo Međunarodni standard za kontrolu kvaliteta 1 (ISQC 1) i shodno tome, održavamo robustan sistem kontrole kvaliteta uključujući politike i procedure kojima dokumentujemo usaglašenost sa relevantnim etičkim i profesionalnim standardima i zahtevima zakona i regulative.

Usklađeni smo sa zahtevima za nezavisnošću i drugim etičkim zahtevima IFAC Etičkog kodeksa za profesionalne računovode koji utvrđuje osnovne principe integriteta, objektivnosti, profesionalne kompetentnosti i dužne pažnje, poverljivosti i profesionalnog ponašanja.

Beograd, 8. avgust 2019. godine

  
Danijela Mirković  
Ovlašćeni revizor  
za Ernst & Young d.o.o. Beograd





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## INDEPENDENT ASSURANCE STATEMENT

### TO THE MANAGEMENT OF HEMOFARM A.D. VRŠAC

The 2018 Corporate Responsibility Report ("the Report") of Hemofarm a.d. Vršac ("the Company") has been prepared by the Company's management which is responsible for the collection and presentation of the information contained therein. Our responsibility is limited in carrying out a limited assurance engagement on specific scope on the Report, which is prepared in accordance with the "In accordance - Core" option level of the GRI Sustainability Reporting Guidelines ("GRI"). Our responsibility in performing our assurance engagement is solely to the management of the Company and in accordance with the terms of reference agreed between us. We neither accept nor we assume any responsibility and for any other purpose to any other person or organization. Any reliance any third party may place on the Report is entirely at its own risk and responsibility.

The Company's management is responsible for the preparation of the Report in accordance with the GRI. In particular, the Company's management is responsible for internal controls being designed and implemented to prevent the Report from being materially misstated. In addition, the Company's management is responsible for ensuring that the documentation provided to us is complete and accurate. The Company's management is also responsible for maintaining the internal control system that reasonably ensures that the documentation described above is free from material misstatements, whether due to fraud or error.

### WORK SCOPE AND CRITERIA

The assurance engagement has been planned and performed in accordance with the International Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ("ISAE3000" revised), in order to provide a limited level assurance opinion on:

1. The accuracy and completeness of quantitative data and the plausibility of qualitative information related to the GRI General Standard Disclosures, required for the "In accordance - Core" option.
2. The accuracy and completeness of quantitative data (performance indicators) and plausibility of statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures, which correspond to the most material issues, as presented in the Company's materiality analysis.
3. The Report's "In accordance - Core" adherence against the related GRI requirements.

## WHAT WE DID TO FORM OUR CONCLUSIONS

In order to form our conclusions we performed (but were not limited to) the steps outlined below:

- Performed interviews with Management executives in order to understand the Company's corporate responsibility processes, policies and activities during the reporting period.
- Reviewed information in order to substantiate data and statements regarding the Company's sustainability performance in 2018, as these are presented in the Report.
- Reviewed the Company's processes for determining material issues to be included in the Report, as well as the coverage of these material issues within the Report, material issues covered by media, and sustainability reports of selected peers.
- Interviewed specialists responsible for managing, collating and reviewing data related to the GRI General and Specific Disclosures under the scope of our engagement, for internal and public reporting purposes.
- Reviewed relevant documentation and reporting systems, including collation tools, templates used, and guidance documents.
- Reviewed the Report for the appropriate presentation of the GRI General and Specific Standard Disclosures under the scope of our engagement, which included discussions of limitations and assumptions relating to the way data are presented.
- Reviewed the GRI Content Index and the references included therein, against the GRI Standards' requirements for the "In accordance - Core" option.

## LEVEL OF ASSURANCE

Our procedures were designed in order to obtain a limited level of assurance (as set out in ISAE 3000-revised) on which we formed our conclusions. The extent of these procedures is less than those designed to obtain a reasonable level of assurance and therefore a lower level of assurance is obtained.

## LIMITATIONS OF OUR REVIEW

- ▶ Our review was limited to the Serbian version of the Report. In the event of any inconsistency in translation between the English and Serbian versions, as far as our conclusions are concerned, the Serbian version of the Report prevails.
- ▶ We do not provide any assurance relating to future information such as estimates, expectations or targets, or their achievability.
- ▶ The scope of our work did not include any review of third party activities or performance, nor attending any stakeholder engagement activities.
- ▶ Our review did not include testing of the Information Technology systems used or upon which the collection and aggregation of data was based by the Company.



## CONCLUSIONS

Based on our review and according to the terms of reference and the limitations of our work, we report the following conclusions. Our conclusions are based on the appropriate application of the selected criteria and should be read in conjunction with the "What we did to form our conclusions" section above.

1. How complete and accurate are the quantitative data and how plausible is the qualitative information related to the GRI General Standard Disclosures under the scope of our engagement?
  - Nothing has come to our attention that causes us to believe that any reporting unit, according to the set boundary and time period stated in the Report, is not included in the quantitative data of the Report related to the GRI General Standard Disclosures under the scope of our engagement.
  - Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the qualitative data related to the GRI General Standard Disclosures under the scope of our engagement, or in the transposition of these data to the Report, that would materially affect the way they are presented.
  - We have reviewed information and explanations on selected Management statements (qualitative information) related to the GRI General Standard Disclosures, as these are presented in the Report and no material misstatements came to our attention.
  - Nothing has come to our attention that causes us to believe that materiality analysis is inaccurately presented based on the procedures followed by the Company.
2. How complete and accurate are the quantitative data (performance indicators) and how plausible are the statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures under the scope of our engagement?
  - Nothing has come to our attention that causes us to believe that any reporting, according to the set boundary per material issue and the time period stated in the Report, is not included into the quantitative data (performance indicators) of the Report related to the GRI Specific Standard Disclosures under the scope of our engagement.
  - Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the data related to the GRI Specific Standard Disclosures under the scope of our engagement, or in the transposition of these data to the Report that would materially affect the way they are presented.
  - We have reviewed information and explanations on selected Management statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures, as presented in the Report and no material misstatements came to our attention.
3. Does the Report meet the GRI requirements of the "In accordance - Core" option?
  - Based on our review, nothing has come to our attention that causes us to believe that the Report does not meet the requirements of the "In accordance - Core" option, as presented in the GRI Content Index.



## INDEPENDENCE

We conducted our assurance engagement in accordance with International Assurance Standards, particularly ISAE 3000 (revised). These regulations require that we comply with ethical standards and plan and perform our assurance engagement to obtain limited assurance about the specific scope explained above.

We apply International Standard on Quality Control 1 (ISQC 1), and accordingly, we maintain a robust system of quality control, including policies and procedures documenting compliance with relevant ethical and professional standards and requirements in law or regulation.

We comply with the independence and other ethical requirements of the IFAC Code of Ethics for Professional Accountants, which establishes the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Belgrade, 8 August 2019

  
Danijela Mirković  
Authorized Auditor  
for Ernst & Young d.o.o. Beograd



