



Headquarters, Barcelona



Production plant in Sant Andreu de la Barca, Barcelona



# 2014 Annual Report

## Indicators

### 2014 financial figures

Total Revenues	€ 1,407 MM
Net Sales	€ 786.4 MM
International Sales	69 %
Proprietary Drug Sales	74 %
Cash and Equivalents	€ 665.2 MM
Cash Flow generated during the period	€ 36.9 MM
Employees	2,130

### 2014 net sales by geographical area

Europe	40.1 %
Spain	31.2 %
Africa, America, Asia	26.9 %
Corporate Sales	1.8 %
<b>Total</b>	<b>100 %</b>

### 2014 net sales by therapeutic area

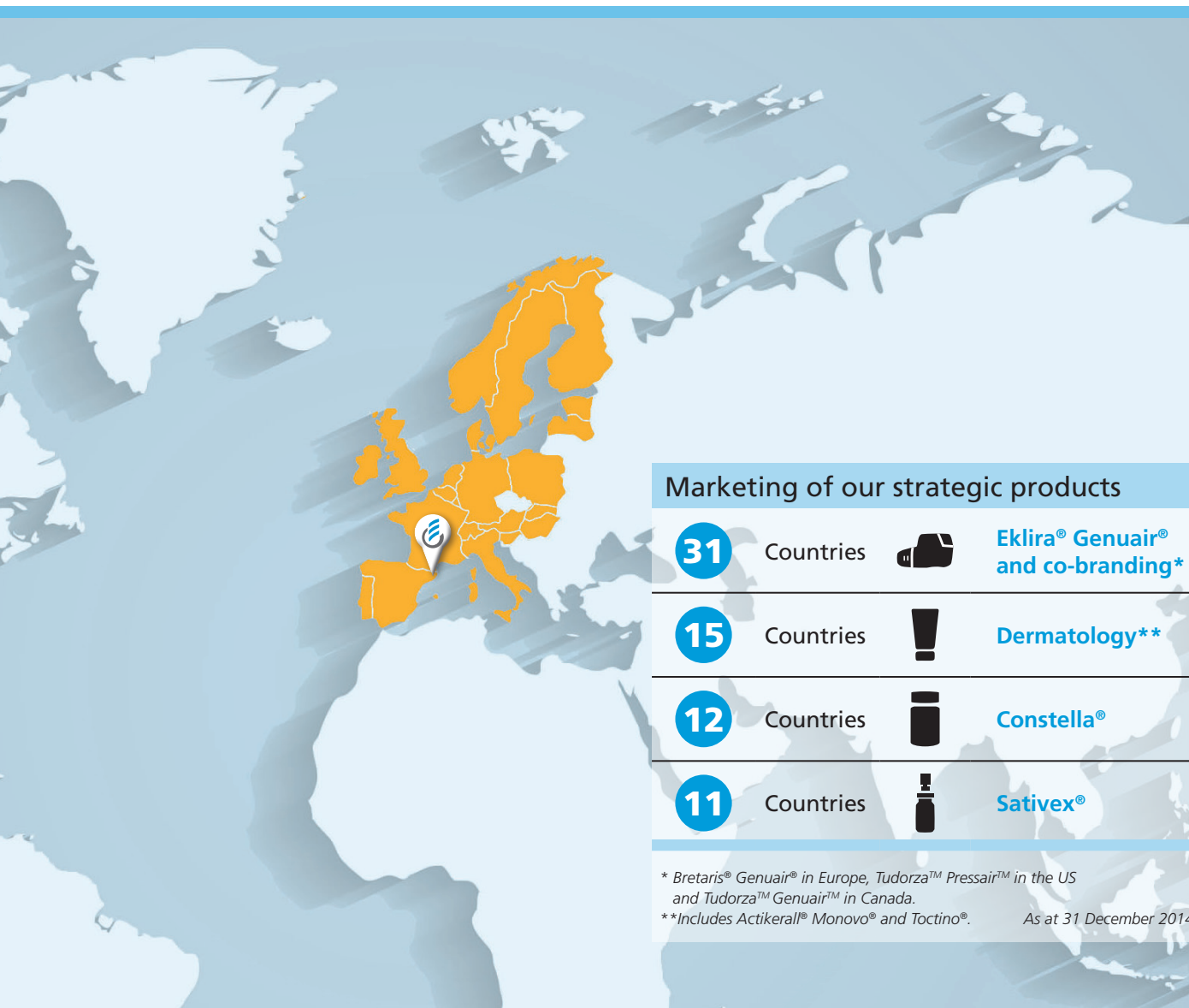
Dermatology	32.4 %
Respiratory	26.9 %
Gastrointestinal	16.5 %
Central Nervous System	9.9 %
Musculoskeletal	5.7 %
Cardiovascular	4.4 %
Other therapeutic areas	4.2 %
<b>Total</b>	<b>100 %</b>



 Headquarters,  
Barcelona

 14 AFFILIATES

Austria, Belgium-Luxembourg, France, Germany, Italy, Mexico, Netherlands, Nordic Countries, Poland, Portugal, Spain, Switzerland, United Kingdom-Ireland, US.



R&D centres	Production plants	
<ul style="list-style-type: none"> <li>• Centre of Excellence in R&amp;D in Sant Feliu de Llobregat, Barcelona</li> <li>• Centre of Excellence for Dermatology (Reinbek, Germany)</li> </ul>	<ul style="list-style-type: none"> <li>• Production plant in Sant Andreu de la Barca, Barcelona</li> <li>• Production plant in Reinbek (Hamburg, Germany)</li> </ul>	<ul style="list-style-type: none"> <li>• Production plant in Sant Celoni, Barcelona</li> </ul>



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 Almirall

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 Almirall

... Packungsbeilage beachten

... bis: siehe Tubenfolie  
... www.almirall.de





# STRATEGIC REVIEW

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Jorge Gallardo Ballart  
*President*

*“The Gallardo family have been behind and committed to the company ever since its founding, and we fully intend to continue doing so. A clear example of this dedication is the incorporation of a third generation of the family into the Board of Directors.”*

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## Message from the President

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Dear Shareholders,

I have the great pleasure of sharing our performance in 2014 with you and of giving you, in this initial letter and throughout this Annual Report, a transparent overview of the work and the progress made at Almirall over the past year.

During 2014 we secured a solid financial baseline from which to accelerate our strategy of becoming a top Dermatology global player. These improved results also allowed us to continue seeking innovative and valuable medicines through a combination of decisive business development actions and our own R&D, to expand our presence globally and to meet the evolving needs of patients, prescribers and payers.

In the area of corporate development, the most noteworthy operation was the transaction with AstraZeneca. In November 2014, Almirall transferred the rights of its respiratory franchise to AstraZeneca. It now owns the rights for the development and commercialization of Almirall's existing proprietary respiratory business, including rights to revenues from Almirall's partnerships, as well as its pipeline of investigational novel therapies. The franchise includes our well-known product for patients with Chronic Obstructive Pulmonary Disease (COPD), Eklira®/Genuair® (aclidinium) and Duaklir®/Genuair®, the combination of aclidinium with formoterol (LAMA/LABA), which has received the European Commission marketing authorization in all the Member States.

In the R&D side, the agreement with AstraZeneca will allow a close collaboration in the future development of the transferred assets: abediterol, a once-daily long-acting beta2-agonist (LABA) in Phase II and an M3 antagonist beta2-agonist (MABA) platform in Phase I.

Almirall Sofotec, an Almirall subsidiary focused on the development of innovative proprietary devices, was also transferred to AstraZeneca.

I would like to point out, however, that although we have licensed full rights to AstraZeneca, we have kept our intellectual property and are therefore still involved in future R&D through joint committees with AstraZeneca. This global collaboration allows us to better develop our assets and expertise in respiratory with AstraZeneca, an experienced player in this therapeutic area. It also allows us to better balance the costs, risks and returns of the respiratory business while retaining an important economic interest in its future success because this transaction will provide us with a stream of revenues linked to future milestones and royalties.

The deal is structured to give us a steady flow of funds to invest in other areas and transform Almirall into a speciality pharma company, with a particular focus on Dermatology.

Our interest in Dermatology is, however, far from new, since it has long been an important sector and disease area for us: Almirall is already the 1st dermatology prescription drug company in Germany and 5th in Europe and the US. The acquisition in 2013 of the US-based company Aqua Pharmaceuticals, specialized in Dermatology, represents access to the world's largest pharmaceutical market. Products for acne like Monodox® and the recent launch of Acticlate® as well as the anti-inflammatory Cordran® were among the 15 top-selling products for the company in 2014. Aqua aside, the company has a historic background of significant acquisitions in the Dermatology area as were Hermal in 2007 and 8 products from Shire's portfolio that same year.

In 2014 alone, we launched nearly 30 new local country products across the world. Almirall's product portfolio is marketed through 14 affiliates operating in 22 countries in Europe, as well as in the US and Mexico, and through agreements with strategic partners in over 70 countries on the five continents. This has resulted in a remarkable change in our sales structure: whereas in 2002, only 20 % of Almirall's sales came from outside Spain, with just a few affiliates, at the close of 2014 70 % of the business came from outside of Spain.

Our entrepreneurial character and vision for the future have already generated a growth of 13.5 % in net sales compared to 2013, which will bear, in turn, a significant increase in revenues. The agreement with AstraZeneca will feature in our 2014 accounts, as will a total revenue figure of € 1,407.4 MM. These results will set us back on the path to growth and place us in a more favourable position to meet the considerable challenges faced by the industry as a whole.

Another eloquent example of our excellent financial health was the success of our senior bond issuance in an aggregate principal amount of € 325 Million due in 2021. This issuance contributed to the diversification and internationalization of the funding sources of the Almirall group, as well as the redemption of a substantial part of existing corporate bank financing, the extension of its maturity profile, and the enhancement of the group's financial flexibility. All these events have resulted in our shares increasing their value by 16.13 % (December 31st, 2014), which if we look at the yield accumulated since Almirall was floated back in 2007 on the stock market for the first time, has outperformed the main index in Spain, the Ibex 35. This means that this year we will be able to return to our policy of issuing yearly dividends.

The Gallardo family, the major shareholders of Almirall, have been behind and committed to the company ever since its founding, and we fully intend to continue doing so. A clear example of this dedication is the incorporation of a third generation of the family into the Board of Directors with Antonio Gallardo Torrededía and Carlos Gallardo Piqué as new members. Our solid commitment to talent saw us appoint Karin Dorrepaal as a new member of the Audit Committee and Gerhard Mayr as Secretary of the Nominations and Remuneration Commission.

They, the rest of the Board and all senior management also supervised and ensured that we continued to make progress in our commitments as a listed company and that the Corporate Compliance Committee continued to implement our Code of Ethics in the different countries in which we operate.


There are, therefore, many reasons for us to feel satisfaction about 2014. But there is still much to do. We face an influential and critical moment in the evolution of Almirall as the company embarks on a new era of growth.

We face it, however, armed with an outstanding team – both in management and in the research and development areas – with a balanced product portfolio and with remarkable potential in Dermatology. All of this, combined with our solid trajectory, our corporate culture based on trust, innovation, partnership and personal accountability and the solidity of our financial fundamentals, allow us to look into the future with considerable and well-founded optimism.

Our final aim and vision of being recognized as an innovative pharmaceutical company placed among the top players in our strategic therapeutic areas with a strong presence in all key markets is closer today than it was last year.

All of this would, of course, be impossible without the talent and commitment of our staff, or without the trust of our shareholders. My final words can therefore only be to express our boundless gratitude to you all, and to confirm that our talent and efforts will continue to address our mission to provide valuable medicines to you and future generations.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jorge Gallardo Ballart', written in a cursive style.

Jorge Gallardo Ballart  
President



Eduardo Sanchiz  
CEO

*“On top of a strong performance in 2014 we want to leverage our history, strong financial position and core capabilities to become a leading specialty company with a strong focus on improving lives of dermatology patients.”*

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## Interview with the CEO

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### How would you describe the 2014 fiscal year?

Performance was in line with the expectations that we provided to the market at the beginning of the year of delivering double digit sales growth and very significant profit growth driven primarily by respiratory and dermatology with additional growth coming from gastroenterology and pain. Furthermore, we have shown that when confronted with important changes affecting our main business we can put in place alternative strategies.

The transaction with AstraZeneca was a complex one and it marked a clear change in strategic direction towards a specialty pharma model. Altogether we provided during 2014 a positive underlying growth, the opportunity to monetize our past efforts in respiratory and the strategic change towards a new and promising direction.

### What have been the most remarkable advances in the Dermatology area?

Dermatology has been for many years an important sector and disease area for us and we have significantly improved the European presence of medicines such as Actikerall® for the treatment of hyperkeratotic actinic keratosis in Spain, which is now available in 7 countries, Monovo® – for the treatment of inflammatory skin conditions – launched in 4 countries during 2014 and Toctino® for severe hand eczema, which is now available in 6 countries.

Our Dermatology area has now become our number one therapeutic area in terms of sales. Products for acne, such as Monodox® and the recently launched Acticlate® as well as the anti-inflammatory Cordran®, from the Aqua portfolio, were among the company's 15 top-selling products in 2014.

If we combine all of this with the talent and expertise of our Centre of Excellence for Dermatology in Reinbek, which specializes in the development of new formulations for the treatment of skin diseases, we can confidently say that we are in a good position to create the medicines of the future.

**Were there any launches in other therapeutic areas?**

It was a very successful year in terms of product launches, with almost 30 new product launches in a number of countries during 2014.

Our growth in gastroenterology and pain relief is also worthy of note. This was largely due to the positive results achieved by Constella® (linaclotide) – a treatment for Irritable Bowel Syndrome with Constipation – which is now present in 12 countries after being launched in Italy, Spain and Mexico (under the brand Linzess®) in 2014. We must mention as well Sativex® – a treatment for spasticity in multiple sclerosis – which was launched in Switzerland and is now available through Almirall in 11 European countries.

**Could you share some more details regarding the financial data for 2014?**

Financial performance was in line with guidance for 2014 before the AstraZeneca transaction. We achieved our financial targets in a challenging environment and over the year made the necessary changes in order to provide solid and sustainable foundations for future growth and development in the current market access environment as a Dermatology specialty pharma model. Sales growth was up by 13.5 % and EBIT growth was almost double on a normalized basis versus 2013. At the same time our gross margin improved substantially versus 2013.

**What novelties in the company's corporate development do you feel will have a greater impact during 2015?**

The transaction with AstraZeneca allows us to maximize the value of our respiratory portfolio and for Almirall to be able to obtain, over the years, a revenue stream linked to its performance. At the same time, the proceeds from this operation will help us to better focus on specialty areas, particularly in Dermatology, where we are making every effort to become a top global player.

Despite the fact that it was completed in December of 2013, the acquisition of the US Company Aqua Pharmaceuticals reaffirmed both, the strategic direction taken by Almirall in the Dermatology therapeutic area and its interest in globalizing its presence. This agreement has been a step forward in our geographical diversification, which will enable us to gain a foothold in the world's largest dermatology market and to promote our proprietary products in the US. This has certainly accelerated our growth in Dermatology, which helps to balance costs and risks.

**What are the main challenges and opportunities for 2015?**

On top of a strong performance in 2014 we want to leverage our history, strong financial position and core capabilities to become a leading specialty pharmaceutical company with a strong focus on improving the lives of dermatology patients. Almirall's future will remain faithful to its tried and tested strategic direction of propelling our growth in Dermatology, while maximizing the value of our existing portfolio, of effectively leveraging and combining business development and R&D actions, of selectively expanding in key countries and of gaining competitive advantage through customer affinity. We also intend to foster a quality and results-oriented organization with a culture based on Trust, Innovation, Partnership and Personal Accountability.



Succeeding in this will, in no small amount, depend on our capacity to secure launches in all key markets so we can accomplish the purpose of taking our innovative products wherever they are needed.

In the current environment of controlled pricing and higher rates of generic prescriptions, improving Market Access is of paramount importance. We have therefore made an extraordinary effort to investigate, in great depth, the requirements, needs and market demands of every country in which we operate. And, we have gone to great lengths to identify the value proposition for the payers, aligning objectives to an attractive value proposition as early as the clinical phases.

A good example of this approach was the development of the combination of Duaklir® and the Genuair® proprietary device, which was one of the main factors in our successful transaction with AstraZeneca.

One of our major challenges in 2015 will therefore be to deliver similar successes in Dermatology.

#### **What message would you like to send out to shareholders?**

Firstly, that the recent history of the company has provided ample examples of our ability to identify and capitalize on market opportunities, and we fully intend to continue doing so through agreements and partnerships that contribute to our goal of finding solutions for patients. Secondly, that R&D will remain a key part of Almirall's business going forward and hopefully a significant long-term growth driver.

But my main message would be one of gratitude: the excellent position in which Almirall finds itself at the close of 2014 is a direct result of the efforts of our team and the continued trust of our shareholders. I would like to thank them all, in the most sincere terms, for continuing to put faith in us and helping us transition Almirall into a new age of growth.

## 2014 highlights



### FIRST QUARTER

#### FEBRUARY

**03**

Almirall reached an agreement to implement a restructuring plan in Spain that aims to balance the company's resources to optimize the potential of its portfolio of existing and new products.

**24**

Almirall announced its full year 2013 results, which laid the foundations for accelerating growth. As at December 31st Total Revenues were € 825.5 MM (-8.3 %) comprising Net Sales of € 692.9 MM (+1.5 %) and Other Income of € 132.6MM (-39.0 %).

#### MARCH

**13**

In 2013 Almirall managed to cut its accident rate in Spain by 20 % and by 47 % in its international companies. These figures are the result of a firm commitment by the company in line with the most rigorous international standards.

**19**

Almirall announced the successful completion of a pricing of the issuance of senior notes in an aggregate principal amount of € 325 Million due in 2021 and a yearly fixed rate coupon of 4.625 %, payable semi-annually.

#### APRIL

**01**

Almirall and InDex Pharmaceuticals entered into a license agreement for European rights of the phase III drug candidate Kappaproct®, which is a potential treatment for severe Ulcerative Colitis.

**09**

Almirall and Forest Laboratories, Inc. announced the reception of feedback from the fixed dose combination of aclidinium and formoterol. Further discussion was needed with the FDA in order to address questions related to CMC (Chemistry, Manufacturing and Control).

#### MAY

**12**

Almirall announced first quarter 2014 results, which showed undeniable signs of growth acceleration. As at March 31st total Revenues were € 217.6 MM (+9.7 %) comprising Net Sales of € 201.6 MM (+18.4 %) and Other Income of € 16.0MM (-42.9 %).

**16**

Almirall presented new data from the respiratory portfolio at the American Thoracic Society (ATS) Annual Congress 2014 in San Diego, USA. A total of 25 abstracts, including study data on aclidinium bromide and four New Chemical Entities (NCE's) were submitted.



### SECOND QUARTER

**JULY****29**

At the end of the 2nd quarter, Almirall presented its results for the first half of 2014, which continued the trend of accelerated growth set in the first quarter. As at June 30th Total Revenues were € 433.4 MM (+5.6 %) comprising Net Sales of € 403.7 MM (+17.4 %) and Other Income of € 29.7MM (-55.4 %).

**THIRD QUARTER****JULY****30**

Almirall announced that it had entered into an agreement to transfer to AstraZeneca the rights to Almirall's respiratory franchise. Upon completion of the transaction, AstraZeneca will own the rights for the development and commercialization of Almirall's existing proprietary respiratory business, including rights to revenues from Almirall's existing partnerships, as well as its pipeline of investigational novel therapies.

**SEPTEMBER****25**

Almirall received a positive opinion from the Committee for Medicinal Products for Human Use (CHMP) of the European Medicines Agency (EMA) regarding the regulatory approval of Duaklir® Genuair® (aclidinium bromide/formoterol fumarate) in all EU member states as a maintenance bronchodilator treatment to relieve symptoms in adult patients with COPD.

**FOURTH QUARTER****NOVEMBER****03**

On November 1st, Almirall completed the transaction to transfer the rights of Almirall's respiratory franchise to AstraZeneca after all closing conditions had been satisfied. The deal gives a strong financial baseline to accelerate the company's strategy to become a top Dermatology global player.

**NOVEMBER****10**

Almirall announced its third quarter 2014 results, which continued in line with guidelines on solid growth to give, accelerating Total Revenues of € 654.1 MM (+7.0 %) comprising Net Sales of € 611.5 MM (+19.6 %) and Other Income of € 42.6 MM (-57.5 %).



## About Almirall

Almirall's work reflects its commitment to delivering value to society. Its mission and vision, combined with a consolidated business model and well established corporate values, strengthen the company's strategic direction to continue investing in innovation.

### Mission and vision

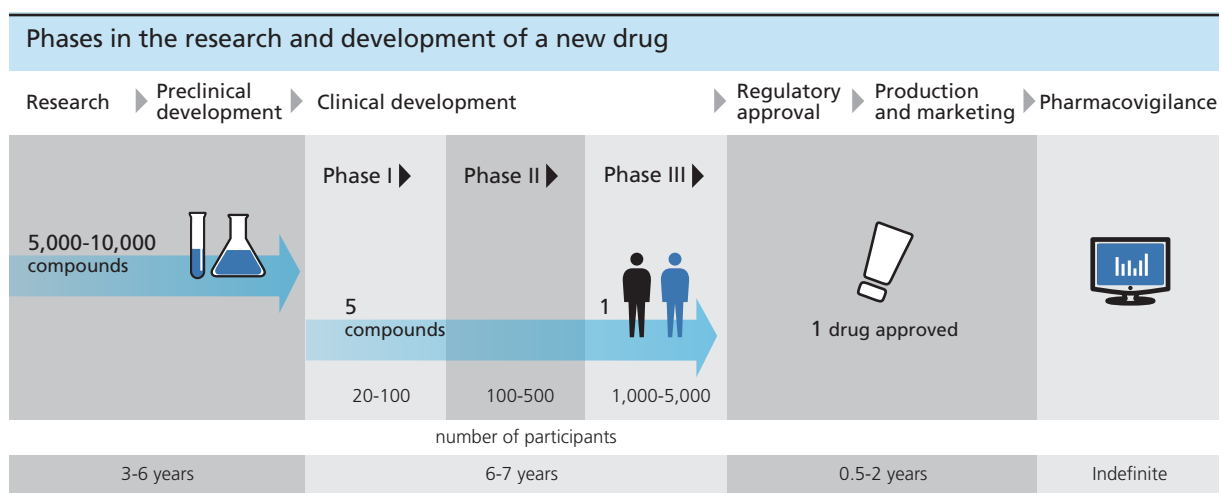
Almirall is a global company based in Barcelona dedicated to providing valuable medicines whether that be through its R&D, its agreements or its alliances. Our work covers the entirety of the drug value chain. A consolidated growth allows us to devote our talent and efforts to the Dermatology area. Our size enables us to be both agile and flexible so that we can accomplish the purpose of taking our innovative products wherever they are needed.

At Almirall we are aware that the promises made in our mission statement go hand in hand with the company's vision. Our talent and efforts address our mission to provide valuable medicines to you and future generations. In order to transform today's challenges into tomorrow's success stories, our vision is to be recognized as an innovative pharmaceutical company placed among the top players in our strategic therapeutic areas with a strong presence in all key markets.

### Our business model

Almirall covers the whole of the drug value chain to deliver a diverse and dynamic portfolio of branded products, made up of proprietary R&D and licensed pharmaceuticals. These drugs ensure enough growth to allow us to reinvest in innovation to complete the virtuous circle that drives the company's business. Almirall's product portfolio is marketed through 14 affiliates operating in 22 countries in Europe, as well as in the US and Mexico, and through agreements with strategic partners in over 70 countries on the five continents.

We fully engage with all of our lines of business, which cover the entire life cycle of our drugs. The product life cycle starts out when we detect an unmet medical need in our therapeutic areas that could also mean a market opportunity. At every stage, we work alongside universities, research centres and other companies to create synergies and speed up the R&D process.



During the different R&D phases, small amounts of a particular compound are needed to conduct the clinical studies. However, following approval by the health authorities and prior to a launch, large batches of the compound must be produced to make the drug and supply the market. Before a medicine can be marketed in other countries, pricing and reimbursement conditions must be negotiated in each country, hence requiring a specific knowledge of each market. From the early stages of the R&D process, we take the needs and requirements of the health authorities into account. Therefore, we not only collect scientific and technical information about a drug before and after it is launched, but also financial data in order to calculate the cost to profit ratio.

An essential part of our business model is the protection of our intellectual property, which enables us to make profitable returns for a limited period and reinvest profits in the search for new drugs. At the same time, we proactively seek to secure agreements with other companies to develop new drugs, fulfil the full potential of our products in new markets and, in short, deliver innovative medicines to healthcare professionals and patients.

## Strategic direction

At Almirall we believe that our work makes sense if we are faithful to our strategic direction based on:

- Being a top player in Dermatology.
- Seeking innovative and valuable medicines through a combination of decisive business development actions and our own R&D.
- Expanding our presence globally.
- Meeting the evolving needs of patients, prescribers and payers.
- Fostering a quality and results-oriented organization with a culture based on Trust, Partnership, Personal Accountability and Innovation as corporate values.

## Corporate values and conduct

For everybody who works at Almirall, excellence is a path to be followed rather than an end in itself. The knowledge and skills we apply to our work are driven by four values that govern our corporate culture: trust, innovation, partnership and personal accountability. These values are further backed up by our Code of Ethics. There are many ethical issues related to the research and development, manufacture and marketing of our products. Given the responsibilities inherent to our business, we must perform our work to the highest possible standards. Almirall's corporate responsibility within the framework of its Code of Conduct and its corporate policies ensure that our employees make the right decisions to attain excellence and create the added value we seek in our business dealings.

## Creation of value

At Almirall, we create value by discovering, manufacturing and delivering innovative drugs. From the moment of identifying a need, up to the launch of a product, we combine effort and talent to provide improved treatments that will benefit patients, healthcare providers and health authorities. Through our collaboration with universities, research centres and other companies, we offer value as a catalyst of innovation. Our team is continuously learning, thus ensuring its activity delivers high added value to position us at the leading edge of R&D.

Our steady profitable growth delivers returns to our shareholders, which allows us to reinvest in new drugs, our employees, and in funding and supporting the countries in which we operate.

## New era of growth

The past year set itself out to be a complex year for the pharma sector: continued strict regulation for the pharma industry and a none too encouraging economic climate did not seem the ideal context in which to grow and evolve.

At the close of the year, however, we can truly say that 2014 has heralded a new era of growth for the company: we can not only look back at over almost 30 new launches, a promising pipeline and sustained improvement in our growth platforms, but at events that validate our decision to accelerate our strategy of becoming a top Dermatology global player; seeking innovative and valuable medicines through a combination of decisive business development actions and our own R&D; expanding our presence globally and meeting the evolving needs of patients, prescribers and payers.

In Europe, but especially in Spain, the austerity measures imposed on public spending by governments, such as a drop in prices and the mandatory introduction of generic drugs, have had a huge impact in all companies in the pharmaceutical sector.

The aim of lowering, or at least not increasing, pharmaceutical expenditure is affecting the ability of the sector to dedicate resources to R&D. We are thus seeing a generalized decrease in innovation. This situation is compounded with constant changes in the legal framework: these legal measures have been used to reduce expenditure, causing an adjustment of the pharmaceutical market, which leads to a loss of resources.

The situation continues to be complicated, not just because of the austerity measures, but because of the market access difficulties for medicines. As a matter of fact, a great debate regarding the need for increased access and availability of innovative products is currently raging among European institutions and regulatory organizations.

We deem it increasingly necessary to support, in an effective and real fashion, the production of innovative products (both in price and in uses, by providing a stable and predictable framework) and to recognize the strategic impact of pharmaceutical R&D and the role of integrated companies such as Almirall.

These considerable challenges make the results of 2014 especially worthy of note: we achieved financial results in line with expectations. Our Net Sales picked up to € 786.4 MM (+13.5 %), in line with guidance of low teen percentage growth. The Dermatology franchise was the main top-line growth driver and the US organization put in a strong performance.

This therapeutic area provided 32 % of total sales in the year. Moreover, in prescription Dermatology drugs, Almirall ranks number 1 in Germany, number 5 in the US and in Europe. This therapeutic area represented 32 % of total sales in 2014.

*The year that closed left the company firmly on the path that leads to realizing its vision: that of being recognized as an innovative pharmaceutical company that aims to become a leading Dermatology company that a strong presence in all key markets*

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These results, with which we have built the foundations on which to construct incremental growth in the coming years, have been achieved despite a restrictive environment and thanks to our business model.

Almirall covers the whole of the drug value chain to deliver a diverse and dynamic portfolio of branded products, made up of proprietary R&D and licensed pharmaceuticals. We are therefore able to reinvest in innovation to complete the virtuous circle that drives the company's business.

One of the key assets in achieving these results has been Aqua Pharmaceuticals. The acquisition in 2013 of this US-based company, specialized in Dermatology, represented access to the world's largest pharmaceutical market. Products for acne like Monodox® and the recently launched Acticlate®, as well as the anti-inflammatory Cordran®, were among the 15 top-selling products in the company in 2014.

But the good behaviour of Aqua throughout the year was hardly a surprising turn of events for us and our stakeholders. The single most prominent milestone of the year was the deal with AstraZeneca we completed in its second half.

Through this deal, Almirall transferred to AstraZeneca the rights of its respiratory franchise, including the development and commercialization of Almirall's existing proprietary respiratory business, the rights to revenues from Almirall's partnerships, as well as its pipeline of investigational novel therapies.

AstraZeneca is in a better position to maximize the potential of the respiratory portfolio discovered and developed by Almirall, which in turn obtains a financial reward for the efforts and successes realized in this area over the years.

The agreement brings important short-term payments and a future revenue stream that allow us to switch resources towards specialty areas and particularly to further grow as a leading Dermatology player. Going forward, this is where our primary focus will be.

The year that closed left the company firmly on the path that leads to realizing its vision: that of being recognized as an innovative pharmaceutical company that aims to become a leading Dermatology company with a strong presence in all key markets.

Progressing towards this goal will depend on our continuing to be aware of the evolution of the market and the pharma sector, while not allowing ourselves to forget the tradition, values and work ethic that positioned this company where it currently is.



## Our vision of the future

In this new era of growth, Almirall will be a leading specialty pharmaceutical company with a strong focus on improving the quality of life of dermatology patients. Our global focus over the next few years is to become a top Dermatology global player. We will achieve this through a two-pronged approach: on the one hand, we will remain true to our commitment to excellence in R&D.

On the other, we will seek to promote and encourage strategic alliances, identifying opportunities for agreements and partnerships (licenses, acquisitions and public-private collaborations to establish synergies) that make it possible to balance out costs and risks, so that we can continue to expand its innovative drugs throughout the five continents.

Regarding the latter of the two approaches, it is also worth pointing out that Almirall's future is bound to remain faithful to its strategic direction, leveraging the most of the company's size to ensure we are flexible and can anticipate and adapt to market needs.

For 2015 Almirall expects Total Revenues of € 720-750 Million and Net Sales in the range of € 650-680 Million. These results, together with a significant Opex reduction, are expected to deliver an EBIT of approximately € 100 Million.

As far as the sector is concerned, we are convinced that clearly identifying what is the value proposition for the payers and being capable of aligning the objectives according to an attractive value proposition is key for both parties.

The value proposition has evolved, in a wide sense, from being simply a product to a health result. This fact requires higher investment in investigation in the value proposition, which is key for the commercialization of the product and it has to be defined in the clinical phases, which for a company of our size, increases the complexity costs and risks.

*Almirall's future is bound to remain faithful to its strategic direction, leveraging the most of the company's size to ensure we are flexible and can anticipate and adapt to market needs*





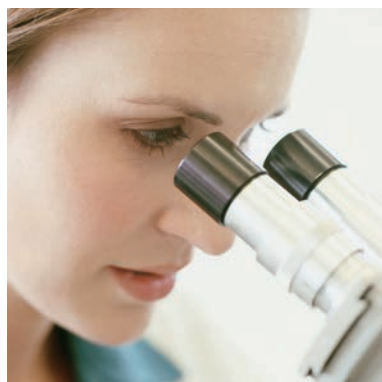
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We are also aware that a company of our size is in the excellent position of having both the clout and agility to capitalize on market opportunities. The added value we offer will continue to lie in our in-depth knowledge of key markets and their regulatory processes, as well as our significant commercial capabilities.

Promoting and encouraging strategic alliances will therefore remain an integral part of Almirall's business model, building the foundations for future growth and allowing us to maximize the potential of our products.

If we keep these concepts in mind over coming years, we will rapidly consolidate our main strategic areas, namely the Dermatology area with a wide range of therapeutic solutions.

This area is complemented with innovative licensed drugs, such as Constella®, for irritable bowel syndrome with constipation, and Sativex®, for spasticity in multiple sclerosis. But, most importantly, we will not fail to dedicate talent and work to our key areas, because they will surely allow us to expand globally and provide doctors, patients and payers with valuable medicines to address unmet medical needs.







# RESEARCH AND DEVELOPMENT

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At Almirall's R&D Centre in Sant Feliu de Llobregat (Barcelona) we are able to identify candidate drugs and advance them through all the development phases necessary to obtain market authorization for a product.

## Our R&D

At Almirall we know that in the pharmaceutical industry long-term thinking depends on research and development.

Research has been part of Almirall's DNA for over 40 years, as reflected by our commitment to the development of new drugs that will help treat illnesses in the future. This has been possible due to the talent of our scientific team, the cutting edge technology in our R&D centres, and the synergies created by the network of collaborations and alliances established in order to meet the challenge of delivering valuable drugs to society.

Research and Development (R&D) has been key to the success of Almirall for more than 40 years, with products stemming from our own R&D being sold across the five continents. Last year, we invested € 100.6 MM in R&D, an investment equivalent to 12.8 % of net sales.

More than 300 scientists and experts at Almirall are involved in the R&D process, from the identification of unmet needs and new product opportunities, to the filing and registration of a dossier with regulatory authorities.

### Almirall's drugs. Successful track record

<b>Cleboril®</b> (clebopride) -1979:	Gastroesophageal reflux
<b>Almax®</b> (almagate) -1984:	Heartburn
<b>Calmatel®</b> (piketoprofen) -1985:	Pain
<b>Cidine®</b> (cinitapride) -1990:	Gastroesophageal reflux disease
<b>Ebastel®</b> (ebastine) -1990:	Allergy
<b>Airtal®</b> (aceclofenac) -1992:	Pain
<b>Almogran®</b> (almotriptan) -2000:	Migraine
<b>Decoderm®</b> (fluprednidene) -2007:	Mycotic dermatitis
<b>Eklira® Genuair®</b> (acclidinium) -2012:	COPD
<b>Actikerall®</b> (5-FU/AS*) -2012:	Actinic keratosis
<b>Monovo®</b> (mometasone) -2013:	Inflammatory skin conditions
<b>Duaklir®</b> (aclidinium/formoterol) -2014:	COPD

\*5- Fluorouracil / Salicylic acid

*Almirall's R&D products are present in over 70 countries on the 5 continents*

## Key events in 2014

In July 2014 a new formulation of doxycycline tablets, Acticlate<sup>®</sup>, was approved by the FDA for adjunctive therapy for severe acne following submission by our US affiliate Aqua Pharmaceuticals. Acticlate<sup>®</sup> provides two unique strengths of immediate release doxycycline hyclate tablets (75 mg and 150 mg functional dual-scored tablets), for a more individualized acne treatment. The dual-scored tablets allow dosing flexibility for the clinicians to prescribe 50 mg, 100 mg or 150 mg to the patient with a single prescription, as each segment of the scored 150 mg tablet contains 50 mg of doxycycline.

On November 1st, the transfer of the development and commercialization rights for Almirall's respiratory franchise to AstraZeneca was completed. AstraZeneca now owns the rights to the development and commercialization of Almirall's former respiratory franchise, including rights to revenues from Almirall's partnerships, as well as an option on its pipeline of investigational novel inhaled therapies. The franchise comprises Eklira<sup>®</sup> (acclidinium); Duaklir<sup>®</sup>, the combination of acclidinium with formoterol (LAMA/LABA); LAS100977 (abediterol), a once-daily long-acting beta2-agonist (LABA) in Phase II; an M3 antagonist beta2-agonist (MABA) platform in

Phase I (LAS190792) and in pre-clinical development (LAS191351, LAS194871); and multiple pre-clinical inhaled anti-inflammatories. Almirall Sofotec, an Almirall subsidiary focused on the development of innovative proprietary inhalation devices, was also transferred to AstraZeneca.

In late November, Duaklir<sup>®</sup> Genuair<sup>®</sup> (acclidinium bromide/formoterol fumarate 340/12 mcg) was granted Marketing Authorization by the European Commission to be used as a maintenance bronchodilator treatment to relieve symptoms in adult patients with Chronic Obstructive Pulmonary Disease (COPD). Duaklir is a fixed-dose combination of the recently approved and launched Eklira<sup>®</sup> (acclidinium bromide) and the well-established long-acting beta-agonist (LABA) formoterol. This twice-daily therapy is the only LAMA/LABA combination to show statistically significant improvement in breathlessness compared to individual therapies and is administered via the Genuair<sup>®</sup> device.

In the field of Dermatology, the EU-granted orphan drug designation for our ADP31415 product for the treatment of Pemphigus vulgaris, a rare and very severe auto-immune disease of the skin.

- Global collaboration with AstraZeneca whereby Almirall's respiratory franchise and the Inhalation Technology Center of Excellence are transferred to AstraZeneca.
- Approval of Duaklir<sup>®</sup> Genuair<sup>®</sup> in the European Union for Chronic Obstructive Pulmonary Disease (COPD).
- Acticlate<sup>®</sup> was launched in the US in 2014 and became the fastest growing acne treatment by total prescriptions after only 3 months.
- Orphan drug designation status for ADP31415 by the EMA.

AstraZeneca 

 Duaklir<sup>®</sup> Genuair<sup>®</sup>  
acclidinium bromide/formoterol

 Acticlate<sup>®</sup>  
(Doxycycline Hyclate USP) Tablets

  
EUROPEAN MEDICINES AGENCY  
SCIENCE MEDICINES HEALTH

## Our Pipeline

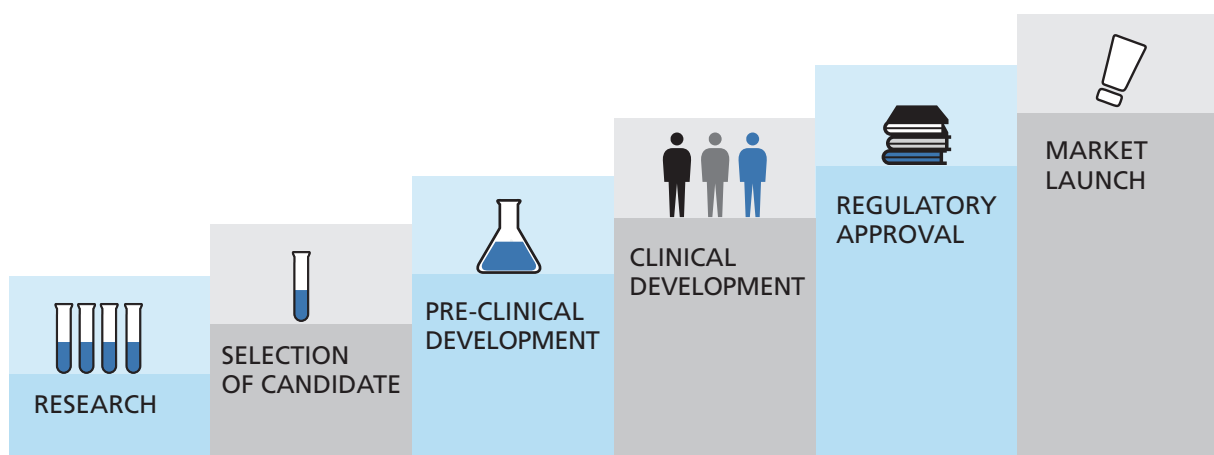
One of Almirall's priorities is to promote proprietary R&D focused on addressing patients' unmet needs.

We have been developing a number of innovative products for the treatment of different indications in our two main therapeutic areas in 2014: dermatology and respiratory. Phase III of LAS41008 project for the development of an oral treatment for psoriasis has advanced, and top-line results will be available during the first Quarter of 2015. Project LAS41006 is in Phase II for nail psoriasis. A novel treatment for pemphigus vulgaris is in toxicology studies with Phase I starting in the first half of 2015.

In addition, this project received the Orphan Drug designation by the European Medicines Agency's Committee for Orphan Medicinal Products. Additionally, our R&D team is supporting the PhIII programme for Sativex in cancer pain. The first PhIII study of a total of three for Sativex in cancer pain will be reported in early 2015.

In 2014, Almirall received the approval of Duaklir® Genuair® in the European Union for COPD. Development in the US continues with AstraZeneca.

*Almirall's main growth platform is the Dermatology area, with a wide range of therapeutic solutions*



## Pipeline

	PROJECT	GOAL	VALUE PATH				
			Pre-clinical	Phase I	Phase II	Phase III	Registration
Dermatology	Actikerall®	Actinic keratosis LCM	→	→	→	→	→
	LAS41008	Psoriasis	→	→	→	→	→
	LAS41006	Nail psoriasis	→	→	→		
	ADP31415	Pemphigus vulgaris	→				
	AQ101	Acne	→				
	AQ401	Acne	→	→	→	→	→
	LAS41010	Atopic Dermatitis	→	→	→	→	→
	LAS41009	Onychomycosis	→				
Pain	Sativex®	Cancer pain	→	→	→	→	→

	PROJECT	GOAL	VALUE PATH					
			Pre-clinical	Phase I	Phase II	Phase III	Registration	
Respiratory	AstraZeneca driven projects	Duaklir®	→	→	→	→	→	
		Abediterol ICS	→	→	→			
		MABA	→	→	→			
	Projects with AstraZeneca	ADP31417	Asthma and COPD	→				
		ADP71296	Asthma and COPD	→				

## Our Focus

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Following the AstraZeneca transaction and the subsequent transfer of the respiratory franchise, the focal point of our R&D efforts will be in Dermatology.

### Dermatology

Our research into Dermatology focuses on improving the quality of life of patients with inflammatory skin conditions such as actinic keratosis, psoriasis, pemphigus and acne. Although many skin diseases are not life-threatening for patients, they can have profoundly detrimental effects on their social and working lives. In many cases, dermatological disease can be the cause of significant psychological distress for patients. Others, such as pemphigus, not only cause significant morbidity, but also mortality.

#### Actinic Keratosis

Actinic keratosis is a UV light-induced lesion of the skin that may progress to invasive squamous cell carcinoma. It is, by a considerable margin, the most common lesion with malignant potential to arise on the skin.

#### Psoriasis

Psoriasis is a chronic inflammatory disease that manifests itself by scaly, erythematous skin lesions, which are in many cases symmetrically spread across the whole body. The World Health Organization estimates that between 1 and 3 % of the world population suffers from this non-contagious disease that can affect any part of the skin.

### Pemphigus vulgaris

Pemphigus vulgaris is the most common variety of a group of rare, relapsing auto-immune diseases causing blistering of the skin and mucous membranes. Clinical symptoms are the result of an autoantibody attack to some components of the intercellular keratinocyte tight junction, namely, desmogleins. The prevalence and incidence of pemphigus vulgaris is low, but it is a severe disease that has a tremendous impact in the quality of life and health of patients.

#### Acne

Acne vulgaris is an inflammatory skin disease affecting up to 90 % of adolescents. Following the approval of Acticlate®, our US affiliate, Aqua Pharmaceuticals, is developing other new products for this disease: AQ401 and AQ101.

*Almirall is the top dermatology prescription drug company in Germany and the 5th in Europe and the US*



## Our Capabilities

Our R&D pipeline is the result of the combination of talented scientists and our knowledge of the unmet needs in the key strategic therapeutic areas in which Almirall is involved. Our products arise from our discovery capabilities in new chemical entities and from our expertise in the identification of new formulations that improve the efficacy, the safety or the convenience of future treatments.

### Discovery

Our chemists have demonstrated their capacity to discover novel drugs that act in the targeted organ and have a limited systemic effect. With the use of in-vitro and in-vivo disease models, our biologists have been able to identify the most promising compounds to be entered into development.



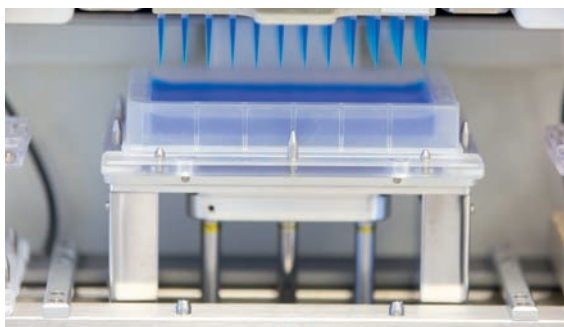
### New formulations

Through long years of experience in the development of new formulations for topical products, our galenic scientists are able to provide new products with improved features (e.g. enhanced bioavailability or convenience of use) that may cover patient and physician needs.



### Development

Once a drug or a combination of drugs demonstrate some level of efficacy and a secure safety profile, our development teams initiate the development activities to get to the registration phase as soon as possible and with all expected regulatory data.



## Sites

As a result of the AstraZeneca transaction, the Centre of Excellence for topical formulation in Reinbek (Germany) and our R&D Headquarters in Barcelona are now Almirall's two R&D locations. The Centre of Excellence for Inhalation in Bad Homburg (Germany) was transferred to AstraZeneca.

Our two sites, in the South and the North of Europe, have allowed us to cultivate an extensive network of collaborations with European universities and other scientific institutions to support projects in current development and to foster the generation of new research programmes.

### Centre of Excellence in R&D in Sant Feliu de Llobregat, Barcelona



Almirall carries out most of its R&D activities in its facility located in Sant Feliu de Llobregat, in the outskirts of Barcelona, which was inaugurated in 2006. This R&D centre has a surface area in excess of 27,500 m<sup>2</sup> and is equipped with the most advanced technology. It is manned by over 200 highly qualified professionals, with extensive expertise in all the disciplines involved in the process of conducting the research and development of a new drug for all the therapeutic areas in which Almirall is active. Almirall also has a chemical plant in close vicinity to the Centre, in Sant Andreu de la Barca, which supplies any active ingredients needed for toxicological, pre-clinical and clinical studies.

### Almirall Centre of Excellence for Dermatology in Reinbek (Germany)

This centre was acquired by Almirall in 2007. It is located in the outskirts of Hamburg and has a total surface area of 21,000 m<sup>2</sup>. It was recently expanded with a new GMP manufacturing area including an R&D area for formulation and Clinical Trial Supplies. Approximately 40 scientists work at this facility on dermatology projects to find new formulations for the treatment of skin diseases. Over 60 years of work in this field are a testament to the ranking of this group as one of the leading dermatology centres in Europe.



## Partnerships

Almirall has formed a wide range of partnerships and collaborations with other organizations and companies to discover, develop and place innovative drugs in the market, including first-in-class treatments. Almirall's proven track record allows the company to rank as a valued and trusted partner by other companies searching to share knowledge and resources. Sativex® and Constella® are two successful examples of Almirall's commitment to providing real solutions for major illnesses in this fashion.

Throughout 2014 Almirall made a significant effort to promote public-private partnerships.

In Spain, Almirall was granted two "*Retos de Colaboración*" research grants, an initiative partially funded by the Spanish Ministry of Economy and Competitiveness to foster public-private collaborations.

The first of these projects is being undertaken in cooperation with the Institut de Recerca Biomèdica (IRB) in Barcelona. The aim of this partnership is to identify new peptide leads in a target of Almirall's interest, and combines the IRB Group's expertise in peptide chemistry with Almirall know-how in Drug Discovery.

The second, called "*Plataforma Tecnológica Retoderm*" (Retoderm Technological Platform) was built together with the Spanish National Research Council (IQAC-CSIC) and Draconis Pharma. The objective of this collaboration is to explore the intrinsic factors that determine the effectiveness of a compound when administered topically on the skin, and to apply this knowledge to the design of new molecules for the treatment of dermatological diseases.

Additionally, Almirall has established a partnership with the Consortium for the Construction, Equipping and Exploitation of the Synchrotron Light Source (CELLS) regarding solid-state applications of ALBA synchrotron techniques.

Finally, we are taking part, alongside other pharmaceutical companies, universities and research centres, in several R&D platforms. Almirall participates in the BIOINFORMATICS PLATFORM in Barcelona, and in the pharmacogenomics INNOPHARMA platform. This initiative, funded by the Spanish Ministry of Economy and Competitiveness (MINECO) and co-financed with FEDER funds, aims to add value to basic research proposed by public institutions, in an open innovation environment.

At a European level, Almirall participates in the Innovative Medicines Initiative (IMI), a unique collaborative public-private initiative backed by the European Commission. One such project is U-BIOPRED, the aim of which is to identify biomarkers in order to discover more effective treatments for severe asthma.

Throughout 2014, Almirall also played a part in a European public-private partnership with the Imperial College of London and the University Hospital of South Manchester. The objective of this collaboration is to explore the pathophysiological mechanisms involved in a respiratory disease of interest to Almirall. The project is partially funded by the Medical Research Council (UK).

We have also established direct collaborations with several European Universities. One such example is the University of Brunswick: together with the department of Pharmaceutical Technology, a doctoral thesis is being prepared to understand the penetration behaviour of different types of topical formulations.

We have also established a new skin penetration model to assess the permeation of compounds in different skin layers in cooperation with the University of Hamburg, and our collaboration with the University of Lübeck has contributed to support the use of new medicines in dermatologic conditions.



# BUSINESS PERFORMANCE IN 2014

- 38** Global reach of Almirall's drugs
- 40** Dermatology franchise
- 44** Constella®
- 46** Sativex®
- 48** Business year sales
- 52** Manufacturing
- 53** Risk management

At Reinbek we have extensive experience in the development of topical formulations and a team of scientists specialized in the search for new chemical compounds.

## Global reach of Almirall's drugs



At Almirall we are devoted to delivering valuable medicines and ensuring they reach the places where they are needed, whether that be through our affiliates in Europe and North America or through agreements with commercial partners in those countries where we do not have direct operations.

Following our latest operations – the acquisition of Dermatology specialist Aqua Pharmaceuticals and our transaction in respiratory with AstraZeneca – we

now have 14 affiliates operating in 22 countries and we market our medicines in more than 70 countries on the five continents.

In 2014, despite being a year of great changes at Almirall, we nevertheless successfully launched products of our four key business areas in almost 30 countries. Planning and coordination between the company's different departments and areas are vital to successful launches, as is comprehensive



### Marketing of our strategic products

As at 31 December 2014



#### Eklira® Genuair® and co-branding\*

- Australia
- Belgium
- Bulgaria
- Croatia
- Czech Rep.
- Greece
- Ireland
- Israel
- Lithuania
- Luxembourg
- Poland
- Portugal
- Slovakia
- Austria
- Canada
- Denmark
- Estonia
- Finland
- Germany
- Hungary
- Iceland
- Italy
- Latvia
- Netherlands
- Norway
- Slovakia
- Spain
- Sweden
- Switzerland
- UK
- US



#### Dermatology\*\*

- Czech Rep.
- Italy
- Poland
- Slovakia
- Spain
- US
- Austria
- Denmark
- Germany
- Italy
- Mexico
- Netherlands
- Sweden
- Switzerland
- UK



#### Constella®

- Italy
- Spain
- Mexico
- Austria
- Denmark
- Finland
- Germany
- Iceland
- Norway
- Sweden
- Switzerland
- UK



#### Sativex®

- Switzerland
- Austria
- Denmark
- Germany
- Finland
- Iceland
- Italy
- Norway
- Poland
- Spain
- Sweden

knowledge of each market. The intricate logistical arrangements or the complex negotiation of pricing and reimbursement in each country are just two of the many tasks involved in securing market access.

At Almirall, experts in market access work from the early stages of drug development to provide information and fulfil the requirements of healthcare payers to achieve reimbursement in any given market.

\* *Bretaris® Genuair® in Europe, Tudorza™ Pressair™ in the US and Tudorza™ Genuair™ in Canada*

\*\* *Includes Actikerall® Monovo® and Toctino®*

• *2014 launches*

14 Affiliates

Austria, Belgium-Luxembourg, France, Germany, Italy, Mexico, Netherlands, Nordic Countries, Poland, Portugal, Spain, Switzerland, United Kingdom-Ireland, US

## Dermatology franchise

Almirall has long-standing experience in the development, manufacture and marketing of dermatological products. It is currently the top dermatology prescription drug company in Germany and the fifth in Europe<sup>1</sup> and in the US. The launch of new products in recent years has further advanced its leading position.

Our main dermatological treatments are the result of the work performed at our R&D centres. We have extensive experience in the development of topical formulations and a team of scientists specialized in the search for new chemical compounds. Our skills are enhanced by our cutting-edge production plants for the manufacture of dermatological products and by our profound understanding of the market.

The Dermatology franchise has a wide-ranging portfolio of proprietary and licensed products, and it concentrates its promotional work on its strategic products, namely: Solaraze® for actinic keratosis caused by exposure to the sun; Actikerall®, prescribed for hyperkeratotic actinic keratosis; Balneum®, a range of products for preventing and treating dry, itchy skin; and Monovo® for inflammatory skin conditions, such as psoriasis and atopic dermatitis.

Last year saw six launches of Monovo®, Actikerall® and Toctino® in a number of countries in Europe. The company has planned more launches of different products from the Dermatology franchise in 2015.

Dermatology was one of the areas in which the company experienced most growth in 2014. Sales accounted for 32 % of total sales with a growth rate of 89 % compared to the previous year.

Our strategy for the future will focus on the continued development of our dermatology pipeline and on research into new chemical compounds by our scientists. It will also concentrate on taking advantage of every possible opportunity to reach new agreements with other companies in order to boost the sales of our products through partnerships, add new items to our current product portfolio and/or collaborate on R&D projects.

In 2014, further scientific evidence was presented about our dermatological products at a number of conferences and symposia. Specifically, we released 20 publications and 9 abstracts designed to disseminate their benefits among healthcare professionals, publicly available.

The acquisition of Aqua Pharmaceuticals, an American company with a solid track record specializing in Dermatology, afforded us a significant opportunity to create new synergies. Aqua Pharmaceuticals has a portfolio of well known branded prescription drugs in the United States for the treatment of acne, steroid-responsive dermatoses, seborrhoeic dermatitis, actinic keratosis and atopic dermatitis.

The Dermatology franchise is a fundamental growth platform for Almirall and is a key driving force for future growth.

*Almirall has long-standing experience in the development, manufacture and marketing of dermatological products*



## Almirall's main Dermatology products

### Monovo®

- Contains 1mg/g of mometasone furoate.
- Prescribed for the treatment of inflammatory skin conditions, such as psoriasis and atopic dermatitis.
- It is marketed in three presentations: ointment, cream and emulsion.



### Actikerall®

- Contains 0.5 % 5-fluorouracil and 10 % salicylic acid.
- Prescribed for the treatment of slightly palpable and/or moderately thick hyperkeratotic actinic keratosis (grade I/II) in immunocompetent adult patients.
- Topical solution that combines the keratotic properties of SA with the antimitotic effect of 5-FU, developed to deliver a novel, non-invasive treatment that targets lesions.



### Solaraze®

- Contains diclofenac sodium (3 %) and hyaluronic acid (10 %).
- Prescribed for actinic keratosis.
- Gel formulation with a multi-action mechanism that makes it possible to treat large areas with multiple lesions and field cancerization.
- Licensed to Almirall.



### Toctino®

- Contains alitretinoin.
- Prescribed for severe chronic hand eczema that does not respond to topical corticoids.
- Oral treatment. Gelatin capsules.
- Licensed to Almirall.



### Balneum®

- A wide range of products that mainly contain urea for full emollient treatment according to specific needs.
- Balneum® Intensive®, for dry and very dry skin; Balneum® Plus®, for dry and itchy skin.



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## Aqua Pharmaceuticals

The acquisition in December 2013 of the US based company Aqua Pharmaceuticals has been a major milestone on the road to implementing Almirall's strategy. Aqua Pharmaceuticals, an important US player in the field of Dermatology, represents access to the world's largest pharmaceutical market for Almirall.

The company has a hefty portfolio of well-known and growing brands in Dermatology, which has been its sole treatment focus for the past decade. This specialization and in-depth knowledge of the field, combined with a lean organization that fosters agility and a quick reaction to market developments, have led to its current position as the fifth dermatology prescription drug company in the US.

Aqua Pharmaceuticals only joined the group in late 2013, so a great part of the year was invested in the organizational and business development of the company in preparing the organization for future growth in the US together with Almirall.

This said, however, Aqua Pharmaceuticals was a consistent source of good news and interesting developments in 2014 for Almirall. High on that list is the approval of its AQ101 compound by the US Federal Drug Administration (FDA) in July. AQ101, which has been commercially named as Acticlate®, is a Doxycycline Hyclate (an oral antibiotic) for the adjunctive treatment of severe acne.

Acticlate® was launched in two formats, a 75 mg tablet and a double-scored 150 mg tablet that allows patients to break into three easy-to-swallow segments, thus offering doctors greater flexibility in their prescriptions. With this launch, Almirall reinforced its position in the oral antibiotic market, which is (according to IMS estimates) currently valued at \$ 798 Million.

Another major event during the year was the successful launch of a new format of Cordran, our topical solution for the relief of the inflammatory and pruritic manifestations of corticosteroid-responsive dermatoses. By releasing a 60 g ointment, we offered greater flexibility to patients turning to our product by complementing a product range that already included a lotion and cream.

*Aqua Pharmaceuticals has a hefty portfolio of well-known and growing brands in Dermatology*

## Main Aqua Pharmaceuticals dermatology treatments

### Acticlate®

- Oral antibiotic. Contains doxycycline hyclate.
- Prescribed for the treatment of acne.
- It is marketed in two oral presentations: 75 mg and 150 mg tablets.



### Cordran®

- Contains flurandrenolide. Menthol lotion formulation.
- Prescribed for the treatment of steroid responsive dermatoses.
- It is marketed in three topical presentations: cream, lotion and ointment.



### Xolegel®

- Contains 2 % ketoconazole.
- Prescribed for the treatment of seborrheic dermatitis.
- It is marketed in gel formulation.



### Fluoroplex®

- Contains 1 % 5-fluorouracil (the only one available in the market with this dosage).
- Prescribed for the treatment of actinic keratosis.
- It is marketed in cream formulation.



### Verdeso®

- The only low potency corticosteroid available in a foam formulation.
- Prescribed for the treatment of atopic dermatitis.



## Constella®

Constella® (linaclotide) is a first-in-class treatment for the key symptoms associated with irritable bowel syndrome with constipation (IBS-C), a chronic and functional gastrointestinal disorder that affects patients' daily lives.<sup>2,3,4</sup> Almirall has progressed in 2014 towards achieving broader access to Constella® for patients in most geographies, and also continues to strongly support physician and patient education in functional gastrointestinal disorders.

In 2012, the European Medicines Agency (EMA) granted Constella® (linaclotide) marketing approval as a first-in class treatment for patients who suffer from moderate to severe irritable bowel syndrome with constipation. Constella® is the first therapy approved by the EMA for the treatment of IBS-C. Marketing approval from Swissmedic was obtained in 2013.

In 2009, Almirall signed a pan-European agreement with Ironwood to develop and commercialize linaclotide in all European Union member states, Russia, the Commonwealth of Independent States of the former USSR (CIS), Switzerland, Norway and Turkey, as well as countries of former Yugoslavia. Almirall is also responsible for activities relating to final production in the above mentioned territories.

Starting in 2012, the company has also held the rights to linaclotide for Mexico through a license granted by Forest, where it was introduced in 2014 under the brand name Linzess®.

By the end of 2014, Constella® was available in the UK, Germany, Denmark, Sweden, Finland, Norway, Iceland, Austria, Switzerland, Italy and Spain, and it will be available in four more European countries in 2015 if negotiations regarding market access to Constella® conclude successfully.

### Irritable bowel syndrome with constipation

IBS-C is a chronic and functional gastrointestinal disorder that affects patients' daily lives.<sup>2,3,5</sup> It is characterized by abdominal pain, bloating and constipation.<sup>3,6,7</sup>

It has been observed that this disorder can have a direct impact on public spending, due both to the use of healthcare services to alleviate it and also indirect repercussions, such as absenteeism, which in turn results in a loss in productivity.<sup>8</sup>

In the past, IBS-C required a different drug to treat each of its symptoms, unlike Constella®, which relieves the main symptoms over a sustained period of time.<sup>9,10</sup>

### Constella® is the first treatment for the multiple symptoms of IBS-C<sup>4</sup>

Constella® relieves abdominal pain, bloating and constipation.<sup>9</sup> It is a guanylate cyclase C agonist (GCCA) whose local action in the gastrointestinal tract triggers a dual clinical effect: increased intestinal secretion and reduction of visceral pain.<sup>11,12,13</sup>

Its tolerability profile is similar to placebo<sup>14</sup> and the recommended dose is one capsule, administered daily, 30 minutes before breakfast and on an empty stomach.<sup>19</sup> In clinical trials, Constella® significantly improved the quality of life of patients.<sup>15</sup>

In 2014 our understanding of the physiopathology of IBS and its links to guanylate cyclase C (GCC) pharmacology were broadened and scientific communications made at congresses informed of abnormalities in the GCC pathway in the different IBS subtypes.

Despite the fact that IBS-C is not a life threatening condition, its burden on sufferers is recognized by most European health authorities. This fact, coupled with the innovative profile of Constella®, has made

it possible to provide reimbursed access to patients in 9 out of the 11 European territories where it is currently commercialized.

In 2014, Almirall finished an observational study in six European countries where the burden of the illness was studied using retrospective and prospective data from the medical records of IBS-C patients. Data arising from this study will be published in 2015 and will enable a better characterization of the real-world economic and societal burdens arising from IBS-C in each of the participating countries.

During the past year Almirall has continued to collaborate with European medical societies and bodies to foster research and education in gastroenterology in general and IBS in particular, in order to bring further attention to this adverse condition. Almirall cooperated closely with key bodies such as WGO, UEG, ESNM, the Rome Foundation and ESPCG, as well as local medical societies to ensure disease education is made available to treating physicians and best care is provided to patients suffering from IBS-C.

In addition, Almirall has now established an independently reviewed grant program to foster research in IBS-C. In 2014, two projects aiming at studying a new biomarker of IBS and the underlying physiopathological basis of IBS-C were selected by the board as recipients of the grants.

In 2014 further scientific evidence regarding IBS-C and linaclotide was published in a total of 69 journals, 30 of which appeared in the shape of 26 abstracts presented in European congresses and 4 manuscripts, whilst the rest were published in the United States, with the aim of disseminating its benefits among healthcare professionals.

Constella® represents a shift in the management of moderate to severe IBS-C patients and its clinical profile continues to be further characterized as clinical experience grows with its use. Evidence arising from long-term studies was presented in congresses during 2014: it highlighted the satisfaction achieved by patients who stopped and subsequently reintroduced Constella® in their daily routine, in trials that were sustained over as long as 78 weeks.

Almirall is also investigating linaclotide use in real life through trials in several countries to be able to provide additional guidance for treating physicians and regulators.



## Sativex®

Sativex® is a recent incorporation to the arsenal of treatments for spasticity (muscular stiffness and spasms) in Multiple Sclerosis (MS) patients, as well as being the first cannabinoid medicine in its therapeutic class.

Sativex® is a therapeutic option to treat the symptoms of spasticity related to MS in patients who have not responded to other treatments.<sup>16</sup> It is additionally in Phase III development for the treatment of chronic oncological pain and child spasticity (8–18 years of age).

Almirall owns the commercial rights to Sativex® for Europe (except for UK) and Mexico, after a series of agreements signed with GW pharmaceuticals.

Since 2010, the company has been applying for regulatory approval in a number of countries through mutual recognition procedures. At the end of 2014, Sativex® was available in 11 countries, with a number of new launches planned for 2015.

At least 80 % of MS patients suffer spasticity at some point in the course of their illness, being moderate or severe in about half of them. Spasticity and related symptoms such as muscular stiffness, associated pain or muscular spasms, have a negative impact on the day-to-day lives of patients reducing their capacity to undertake everyday activities such as walking or maintaining a vertical position, as well as producing general mobility anomalies, affecting normal bladder function and impacting the quality of sleep. As many as half of MS patients are unable to find adequate relief for these symptoms with current treatments.

### MS- related spasticity

MS is a neurological disorder that affects approximately 600,000 people in Europe, according to MSIF (Multiple Sclerosis International Federation). Women are more vulnerable to this disease, and we find almost double the amount of female as male patients.

MS is an autoimmune disease in which a sufferer's immune system attacks a part of the own organism as if it were a foreign body. To be more precise, the immune system of MS patients attacks both myelin, the protective coating around nerve fibres in the central nervous system, and the cells that produce it, causing a progressive degeneration of neural activity.

MS symptoms vary greatly, but include blurred vision, weakness of the limbs, progressive paralysis, instability and fatigue. Spasticity or muscular stiffness is amongst the most common symptoms of MS.

*Controlling spasticity improves the quality of life of people with MS because it is one of the most disabling symptoms for the patient*

## Sativex®

Sativex® is an oromucosal spray indicated for moderate to severe resistance to previous medications for MS spasticity. It contains, in equal parts, two cannabinoids of botanic origin (THC and CBD). It has proved to improve spasticity symptoms in 50 % of patients for whom other treatments have failed. It reduces stiffness, painful spasms, improves the quality of sleep and mobility, allowing for greater ease in everyday activities such as getting out of bed, dressing or performing daily hygiene.<sup>17</sup>

Patients starting Sativex® must be checked after four weeks. Those having improved 20 % or more from their baseline level of spasticity are candidates to continue with the treatment. This requirement is specified in the approved label. Sativex's® formulation strengthens the therapeutical effects of cannabinoids, whilst minimizing their secondary effects.<sup>18</sup> No abuse, addiction or overdose risks have been observed in clinical practice or in the clinical trials during which 30,000 patients have used Sativex®.

Two new post-authorizations studies have been published, proving that Sativex® does not produce any cognitive alteration<sup>18</sup> nor does it alter driving capacity.<sup>19</sup> Three pivotal Phase III studies and a number of associated studies prove and confirm the efficacy of Sativex® in patients with moderate to severe MS-related spasticity that have not responded to other anti-spasticity treatments.<sup>20, 22</sup>

New data from extensive observational short- and long-term studies<sup>23, 24</sup> indicate equal or superior improvements in daily clinical practice than in clinical trials.

During 2014, extensive scientific evidence regarding Sativex®, with the objective of extending knowledge among health professionals, was been published: specifically 16 publications (3 abstracts in international congresses and 13 manuscripts).

An additional study is currently in progress analysing the adequacy of the treatment for cerebral palsy and traumatic brain injuries in children aged 8–18, which could extend the indication of this treatment to said group of patients.

### Chronic Oncology pain

Following positive results in Phase II clinical trials<sup>25, 27</sup>, Phase III studies for the treatment with Sativex® of oncology pain in patients with advanced cancer who present insufficient analgesic response to chronic optimized opioid treatments are ongoing. The clinical development plan includes three Phase III studies, two pivotal studies and a study with an initial test period (enriched design). This new indication would allow for an expansion of the use of Sativex® to a group of patients that have important therapeutic needs, given the profile of drugs currently available for the treatment of oncology pain.



## Business year sales

In 2014 Net Sales (€ 786.4 MM) saw a 13.5 % increase on the previous year. The strong performance of our Derma products was one of the driving forces in this increase: an 88.9 % boost in the year means that this area now accounts for nearly a third of total sales. The increase in sales went hand-in-hand with a substantial increase in other income, resulting in a total revenue of € 1,407.4 MM (70.5 % increase on 2013).

The Dermatology franchise was the main top-line growth driver and Aqua Pharmaceuticals, our US organization, put in a strong performance. Our end of year results place us as number 1 in Germany, number 5 in the US and in Europe in the prescription Dermatology drug rankings.

Gastroenterology and Pain, another two of Almirall's areas of additional interest and in which the company is represented by two first-in-class brands (Constella® and Sativex®), also performed well in 2014. Constella®, for the treatment of irritable bowel syndrome with constipation, now has a market presence in 12 countries including Italy, Spain and Mexico (under the brand Linzess®) where it was launched in 2014. We look forward to 3 further launches in 2015.

Sativex®, which is prescribed for spasticity arising from Multiple Sclerosis, has now been made available to patients by Almirall in 11 European countries. As of the end of 2014, Sativex® growth was 104 % vs the previous year, an increase that saw it break into the list of the 15 top-selling Almirall products.

### Sales performance

Sales in all four quarters of 2014 grew significantly in comparison with the previous year, resulting in a 13.5 % increase at the end of the fiscal year. Sales also increased their weighting in our final results and therefore in the company's final profit up to 70.1 % (3.7 % increase) and laid the foundations for accelerating growth in coming years.

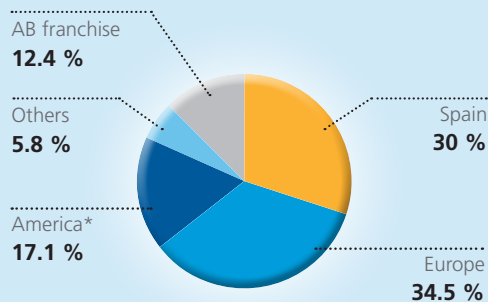
### Net sales by geographical area

A breakdown of sales by geographical area shows a continuation of some of the trends that began to be hinted at in the last quarter of 2013: a slight contraction in the Spanish market (6.2 %), which was amply increases in the rest of Europe (0.7 %) and exponential growth in America (269 % increase).

#### Sales by Region

€ Million	2014
Spain	236.1
Europe (ex. Spain)	271.9
America*	134.7
Others	46.0
AB franchise	97.7
<b>Total Net Sales</b>	<b>786.4</b>

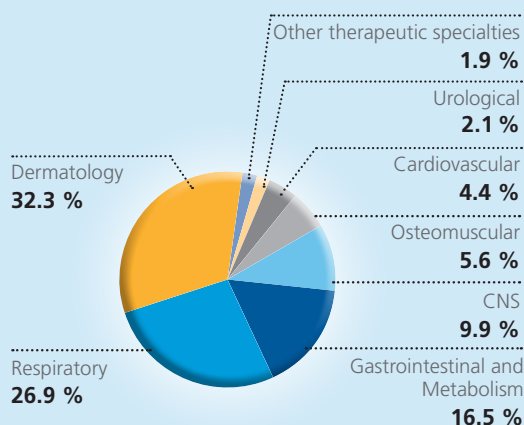
\* Includes US, Canada and Mexico





### Sales by Main Therapeutic Area

€ Million	2014
Dermatology	254.5
Respiratory	211.7
Gastrointestinal and Metabolism	130.1
Central Nervous System	77.9
Osteomuscular	44.8
Cardiovascular	35.0
Urological	16.9
Other therapeutic specialties	15.5
<b>Total Net Sales</b>	<b>786.4</b>



### Net sales by therapeutic area

Dermatology, an area that was boosted by our US Dermatology organization, Aqua Pharmaceuticals, delivered a stellar performance in 2014. Aqua now ranks 5th amongst US Dermatology companies and has allowed Almirall to gain a foothold in the world's largest pharmaceutical market, with a portfolio of well-known and growing brands in Dermatology. This therapeutic area represents 32 % (37 % if we exclude Eklira®) of total sales in 2014.

2014 included FDA approval in July of Acticlate® tablets for severe acne. Launched on the US market in August, performance by Acticlate® in the final two quarters of 2014 exceeded expectations by

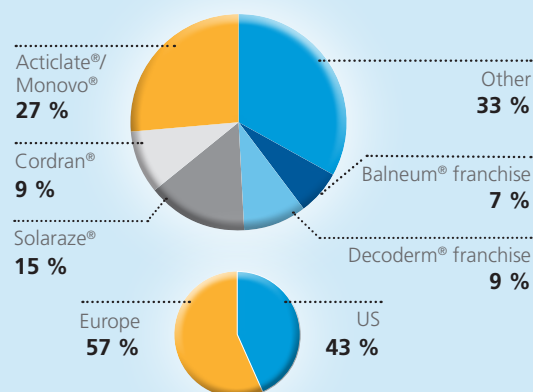
becoming the market leader in total prescriptions in a mere 3 months.

Products like Monodox® and Acticlate® as well as the anti-inflammatory drug Cordran® were amongst Almirall's 14 top-selling products in 2014. They now join other strong Derma performers such as Solaraze® or Decoderm®.

Pain relief is another area worth highlighting, especially considering the performance of Sativex®. Despite only being launched in one additional country during 2014 (now available in 11 markets, vs 10 in 2013), sales more than doubled over 2014, allowing it to climb up into the top-15 sellers list.

### 2014 Dermatology Sales Performance

€ Million	Net Sales
<b>US</b>	<b>110.7</b>
Oral Acne franchise (Monodox®/Acticlate®)	67.7
Cordran®	23.7
Other US	19.3
<b>Europe</b>	<b>143.8</b>
Solaraze®	38.5
Decoderm® franchise	24.0
Balneum® franchise	16.5
Other Europe	64.8
<b>Total Derma</b>	<b>254.5</b>



## A well-balanced product portfolio

Almirall's 15 top-selling brands accounted for approximately 70 % of net sales and no single product exceeded 15 %, resulting in a well-rounded and balanced portfolio that does not suffer from over-exposure to a single product. Acridinium remained our best selling drug, but the strong performance in the latter part of the year of our oral acne franchise indicates that it will not remain so for very long.

Our portfolio remains diverse in terms of both geographical and therapeutic areas (although the increased weighting of Dermatology products is apparent), and is well-balanced in terms of proprietary R&D and licensed products. Of the 15 top-selling drugs in 2013, nine were proprietary products: Airtal<sup>®</sup>, Almax<sup>®</sup>, Almogran<sup>®</sup>, Balneum<sup>®</sup>, Cordran<sup>®</sup>, Decoderm<sup>®</sup>, Ebastel<sup>®</sup> and Eklira<sup>®</sup>/Genuair<sup>®</sup> and Monodox<sup>®</sup>/Acticlate<sup>®</sup>.

Breakdown of 15 top-selling brands			
€ Million			2014
Eklira <sup>®</sup> and other (acridinium bromide)	●	97.7	12.4 %
Ebastel <sup>®</sup> and other (ebastine)	●	67.8	8.5 %
Oral Acne franchise (Monodox / Acticlate)	●	67.7	N/A
Tesavel <sup>®</sup> & Efficib <sup>®</sup> (sitagliptine)	●	46.3	5.8 %
Almogran <sup>®</sup> and other (Almotriptan)	●	43.2	5.4 %
Solaraze <sup>®</sup> (diclofenac sodium)	●	38.5	4.8 %
Plusvent <sup>®</sup> (salmeterol & fluticasone)	●	38.3	4.8 %
Airtal <sup>®</sup> and other (aceclofenac)	●	30.6	3.8 %
Decoderm <sup>®</sup> and others (flupredniden)	●	24.0	3.0 %
Cordran <sup>®</sup> (flurandrenolide)	●	23.7	N/A
Almax <sup>®</sup> (almagate)	●	21.7	2.7 %
Parapres <sup>®</sup> (candesartan cilexetile)	●	17.7	2.2 %
Balneum <sup>®</sup> (urea oil)	●	16.5	2.0 %
Sativex <sup>®</sup> (delta-9-tetrahy drocannabinol)	●	14.7	1.8 %
Other	● ●	238.1	30.2 %
<b>Total Net Sales</b>		<b>786.4</b>	<b>100 %</b>

● Proprietary Products

● In-licensing Products

N/A: Not applicable

## Net Sales by type of product

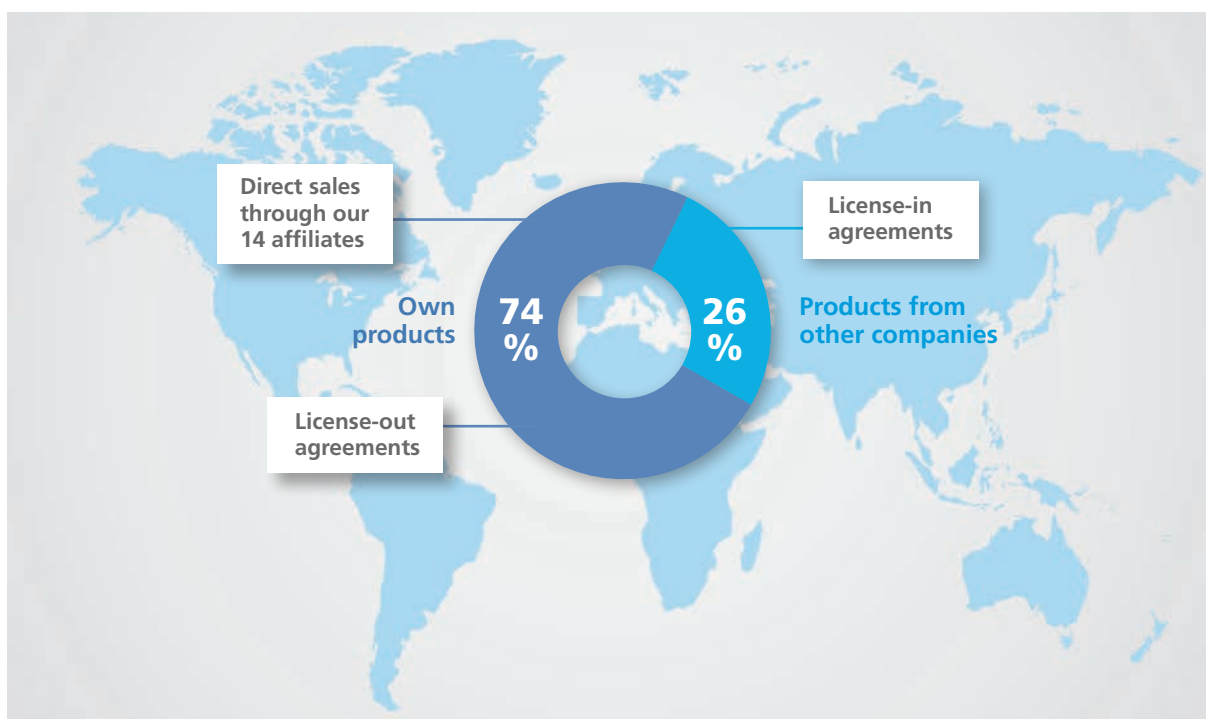
The strong presence of proprietary products in the list of 15 best sellers is reflected in sales distribution for the year. 74 % of sales came either from direct sales through affiliates or license-out agreements, whilst 26 % were the result of license-in agreements.

## Sales outlook for 2015

2014 went a long way towards our objective of transforming Almirall into a leading specialty pharmaceutical company with a strong focus on improving lives of dermatology patients.

Operations throughout 2014, together with foreseeable performance-related payments related to the AstraZeneca transaction (such as a \$ 150 Million milestone triggered by the first Duaklir® sales) left us in a strong cash position to fund growth opportunities in this direction. Any such movements will complement our strong Dermatology performance in 2014, and strengthen our sales in both Europe and the US.

The company expects a Total Revenue for 2015 of € 720-750 Million, Net Sales in the range of € 650-680 Million, an EBIT of approximately € 100 Million, over 3 times the 2014 normalized EBIT. The \$ 150 Million from the sale of the first combination unit of LAMA/LABA in Europe, collected in February 2015 is likely to have limited impact on EBIT in 2015 since, according to IFRS, most of this was booked in 2014.



## Manufacturing

**Industrial organization contributes to Almirall's business by ensuring the manufacturing and supply of medicines for their sale, guaranteeing optimal service and quality standards at a competitive cost and in full compliance with current legal requirements.**

2014 featured a number of varied challenges from an industrial standpoint, in the respiratory area, in dermatology and also in our portfolio of established products.

### New challenges in respiratory

In the respiratory area contributions to global business have been based on the continued supply of products to different markets from the Sant Andreu de la Barca manufacturing plant. This supply has included the launch of Eklira® Genuair® (aclidinium) in new countries and the preparation for the launch of Duaklir® Genuair® (aclidinium/formoterol) in Europe. The end of the year, with the transfer of our respiratory business to AstraZeneca, brought further changes, although the agreement included a clause by virtue of which Almirall will continue the manufacturing and supply, on a global scale, of those products. This sizeable challenge has required considerable efforts over the last two years, materializing investments that double our industrial capacity in the different phases in our chemical and pharmaceutical plants, reducing the risk of supply problems and providing us with the necessary efficiency and organizational flexibility.

### Contribution to Dermatology

In the Dermatology area, an increasingly important pillar of growth for Almirall, the industrial role has been very relevant. The main products in our European business are produced and distributed from the Reinbek (Germany) plant. We have additionally analysed, planned and initiated a project to ensure that Almirall plants are qualified to produce products commercialized by Aqua in the USA, which account for a significant portion of Almirall's Dermatology business.

### Efficiency, flexibility and permanent adaptation to new regulations

Aside from the contributions from dermatology and respiratory, there were considerable challenges during 2014 in the demand for products from our more mature portfolio, which continues to generate significant returns. Our functional and organizational flexibility – combined with our professional attitude, teamwork, commitment and innovation – has had a great impact on our capacity to give a proper response to these challenges. This has allowed for a continued supply and a guaranteed service for clients, health professionals and patients.

Our pharmaceutical manufacturing plants produced and supplied the market with 72 million units of finished products in 2014, which allowed us to reach patients in 70 countries.

Our continued effort to adapt to international quality standards was reaffirmed in 2014, during which time we received and passed more than 20 inspections by health authorities and partners in various continents.

Among these, we can highlight the inspections received by Japan, USA, Korea, UK, Brazil, Spain and Belarus, which prove the solidity of our industrial area.

## Risk management

At Almirall, we manage risk by seeking to strike the right balance between exposure to risk and the generation of value.

Risk management is the result of a careful analysis and assessment of events, uncertainties, controls and action plans for mitigating risk conducted by the units that make up the company's different areas. We examine every risk that could prevent Almirall from hitting its targets: strategic, operational, financial, technological or regulatory, as well as reporting risks arising from both internal and external factors, whose supervision is entrusted to the Audit Committee. At Almirall we have identified a number of situations that may incur risks in order to be able to act upon them and prevent them. Examples are discussed below.

### Research and development

During the R&D process there is the risk that projects may fall behind or fail to be completed. The development of a new drug includes conducting extensive trials and going through the marketing authorization process, which also entails the approval of manufacturing facilities.

### Market access

The regulations on prices and reimbursements, the need to demonstrate the added value of a product, the expiry of patents and the introduction of generic drugs are just some of the difficulties we face. At Almirall we begin to work from the very early stages in R&D to avoid them.

### Protecting know-how

Our success depends on having the right team and supporting them in developing the right skills. We seek to motivate, attract and retain our employees through competitive remuneration packages and fringe benefits. We also protect our intellectual

property, such as internal or confidential information, using the appropriate systems and procedures.

### Supply of our products

Almirall manufactures quality drugs, in the amounts and within the deadlines required, in order to meet the global demand of our products and to avert disruptions to supplies. A great deal of work must therefore be invested in planning so that the organization is efficient, flexible and able to respond to changing market demands and new launches in different countries.

### Problems in quality and safety

There are different situations in which risk may arise, such as when a production plant fails to reach requirements and standards, or if a drug has adverse side effects not detected in clinical studies. Our systematic quality management ensures that the company complies with all regulatory requirements and procedures, which include audits and regular reviews.

### Business ethics and legal risks

The pharmaceutical industry is a sector that is subject to strict regulations. Our Code of Ethics and the corporate policy for monitoring legal risks are supervised by the General Counsel, which ensures that employees conduct themselves properly and comply with regulations.

### Financial issues

Almirall uses financial instruments that enable it to partially hedge its exposure to the risk associated with both interest rates and exchange rates. It likewise manages its liquidity risk prudently.





# CORPORATE RESPONSIBILITY

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promotional compliance
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and the Environment
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The manufacturing plant in Sant Andreu de la Barca (Barcelona) guarantees optimal service and quality standards at a competitive cost and in full compliance with current legal requirements.

## Code of Ethics

Almirall is unwaveringly committed to conducting its activities in a responsible and sustainable fashion. In order to ensure that we are and always will be in full compliance with local and international standards and regulations, we have made our Code of Ethics and corporate policies the foundation on which we build our daily operations.

There are numerous ethical issues pertaining to our activity. We work daily to ensure that we conduct ourselves in an ethical manner in all of them, whether they be our research and development activity, the manufacture and marketing of our products, the impact of our business on the environment or the relationships we establish with healthcare professionals, patients and all other stakeholders with whom we engage.

Our Code of Ethics is at the heart of our corporate responsibility and all our global corporate policies are formulated within its framework. They are general rules that must be understood and complied with by everyone at Almirall. Once they have been approved by management, they are made available to all employees in all the company's official languages and additional training is organized if deemed necessary.

Our core principle is integrity above all else. At Almirall, integrity and ethical behaviour are not optional. Our reputation is based on our credibility: it is the responsibility of everyone at Almirall to maintain this asset through our everyday actions.

We believe that by following this path we will succeed in making the right decisions, and deliver the excellence and added value that we strive for in our business dealings. The main areas of our business subject to the Code are described below.

### Research and development

Any and all R&D conducted at Almirall complies with all international and local legal requirements. We strictly adhere to the guidelines of the Declaration of Helsinki and to the Standards on Good Clinical Practice (GCP), Good Laboratory Practice (GLP) and Good Manufacturing Practice (GMP) through all

phases of the R&D process. Aside from mandatory disclosures to competent authorities, we publish all information about the registration of drugs and the results of our clinical studies.

Our pharmacovigilance system, as set out in our Global Corporate Policy and in compliance with legal requirements, is operational at all times in order to properly detect and manage information about unexpected reactions or adverse side effects to our products.

### Knowledge management

Knowledge acquired by Almirall, such as intellectual property (including patents and confidential information) is the result of the shared effort of all our employees. We therefore endeavour to protect it and it is used in a manner that complies with the law and applicable internal regulations.

*The Code of Ethics is at the core of Almirall's corporate responsibility and has been taken on board by all employees in their daily activities*



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## Marketing and sales

Our commercial strategy is based on the lawful and ethical dissemination of scientific information related to the quality, safety, efficacy and added value of our products. As a member of the European Federation of Pharmaceutical Industries and Associations (EFPIA) Almirall closely follows its Code of Practice on the promotion of prescription-only medicines and interactions with healthcare professionals. We also are members and follow the Code of Practice of the International Federation of Pharmaceutical Manufacturers and associations (IFMA). Additionally, we comply with all other ethical codes issued by pharmaceutical industry associations in countries in which we operate through affiliates.

## Production

Our manufacturing facilities unfailingly hold all permits and licenses required by the authorities, and comply with all legal requirements for the manufacture of pharmaceutical drugs, active ingredients and other components. We make our premises available for audits to different health authorities such as those in Europe, the US, Korea and Japan, in order to ensure that our products are always manufactured to the highest standards.

## Promoting health and well-being

We periodically run information campaigns in order to promote changes in habits and the adoption of healthier lifestyles among patients. We also fund a number of local programmes that promote innovation and contribute to improving the health and well-being of the communities in which we operate.

## Health and safety

Our occupational risk prevention system, which is compliant with the OHSAS 18001:2007 international standard, is in place to ensure that we comply with the legislation in force, and to ensure the continuous improvement of our health and safety record. Specific assessments, internal and external audits, and training courses are conducted regularly. We also promote the adoption of healthy habits and lifestyle choices at our workplaces, as we believe that this also contributes to preventing potential occupational hazards and increasing work satisfaction.

## Environment

Almirall's environmental policy is based on a commitment to continuous improvement in its compliance with legal requirements and with any additional voluntary schemes it adopts. The implementation of energy efficiency solutions, the rational management of natural resources and the recycling of waste are at the core of our environmental strategy, all of which fall within the framework of the international standard ISO 14001:2004.

## EFPIA Transparency Code: promotional compliance

Almirall is firmly committed to promoting its medicines and interacting with health professionals in a transparent and ethical manner, contributing to strengthening the rational use of our products and our total support to high quality medical attention.

We are preparing to respond, with rigour and accuracy, to the new transparency requirements of the European Federation of Pharmaceutical Industry Associations (EFPIA), an association to which we belong as a pharmaceutical company.

These new requests are listed in the *EFPIA CODE ON DISCLOSURE OF TRANSFERS OF VALUE FROM PHARMACEUTICAL COMPANIES TO HEALTHCARE PROFESSIONALS AND HEALTHCARE ORGANISATIONS* and in the updated version of the *EFPIA CODE ON THE PROMOTION OF PRESCRIPTION-ONLY MEDICINES TO, AND INTERACTIONS WITH, HEALTHCARE PROFESSIONALS*, which is currently in force. Both were adopted by the Statutory General Assembly on 24th June 2013, and were transposed into the corresponding national codes on 31st December 2013.

The two new codes bind members to publicly divulge, by 2016, the Transfers of Value that pharmaceutical interests may make to health professionals or health professional associations during 2015. In other words, we will publish any cooperation or transaction that may exist, directly or indirectly, with these professionals.

The EFPIA has additionally updated the former code that established interaction between the industry and health professionals, as well as the promotion of prescription medicines. The main changes include the prohibition of promotional gifts and the setting of limits to restaurant-related hospitality.

In 2014, Almirall set up a transparency team to prepare the organization for this change, and design the tools that will allow us to make these collaborations public in a systematic way.

We have additionally designed an Almirall Code for Promotional Compliance, which will reinforce our knowledge in matters related to transparency, will promote behaviours that are in line with the new codes, will strengthen fair, balanced and transparent interaction with our stakeholders and will reinforce professional excellence in our promotional activities.

### The Almirall Code for Promotional Compliance and activities related to its promotion

The purpose of the Code for Promotional Compliance is to guide us and establish best practice in our interactions with health professionals and their organizations and in the manner in which we promote our products.

This code applies to all employees in our organization, particularly to those that have more frequent contact with health professionals. We additionally ensure that third parties that cooperate and work with or for us apply similar standards whenever they perform professional activities in Almirall's name.

The principles on which our Code of Promotional Compliance is based on are fair, balanced and transparent promotion.

Our cooperation with health professionals and their organizations for any service or donation, grant and sponsorship or any promotional activity or event cannot be used as compensation for recommending, prescribing, purchasing, providing, selling or administering any Almirall product, and must comply with both EFPIA and local requirements.

## The Almirall Code for Promotional Compliance and the future need for transparency.

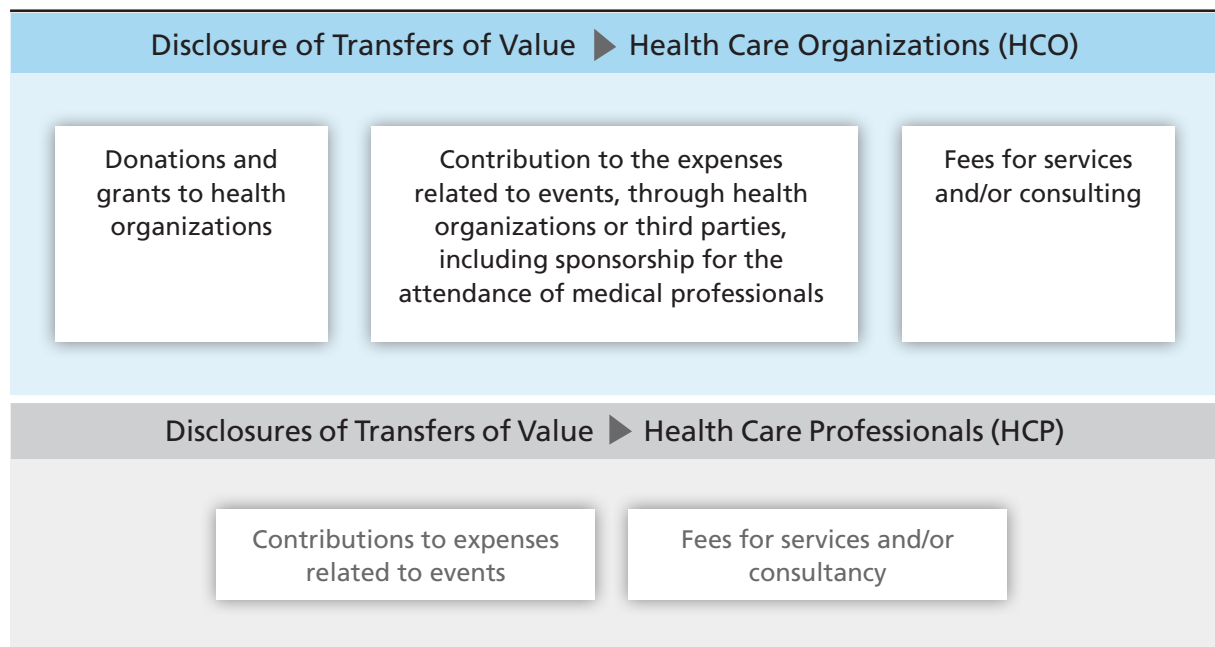
We wanted to anticipate events and explain, in our Code, what these new requirements, that pharmaceutical companies in EFPIA are going to have to comply with, are.

Almirall admits that there is a growing expectation in relation to interactions between the sector and health professionals and health organizations not only being conducted with integrity, but also with transparency. The purpose is to encourage better understanding and, ultimately, create an environment of trust regarding the sector's relation with medical professionals.

From 2016 onwards, payments and transfers of value offered to health professionals and/or their organizations must be documented and communicated. In other words, all Transfer of Value will have to be publicly available.

Transfers of Value are direct or indirect payments, in cash or goods, made in favour of a health professional or health organization. Transfers of Value must be reasonable in value, proportional to the cooperation undertaken, performed on the basis of a scientific or medical objective, and must be properly documented.

Public communication of these Transfers of Value will begin to be performed, in most European countries, from 2016 on, with 2015 data. The communication of Transfers of Value corresponding to research and development projects within an established period must also be disclosed.



## Our stakeholders

Almirall makes every effort to engage with all its stakeholders, employing different tools to ensure fruitful, open and respectful communication and collaboration.

### Patients

Our business exists in order to provide treatments that will improve the health and quality of life of patients. We strive to deliver medical innovations that will address patients' unmet needs in the therapeutic areas in which the company works, such as our efforts to alleviate the effects of Multiple Sclerosis or improving the quality of life of sufferers of skin afflictions.

Almirall is also committed to raising social awareness and broadening the body of knowledge related to little known pathologies that exact a high personal price from those afflicted by them, such as irritable bowel syndrome with constipation or the spasticity associated to multiple sclerosis.

We address patients and their environment directly, through information campaigns seeking to promote habits that may result in a healthier lifestyle. But we also work alongside patient organizations in the countries in which we operate, providing backing for activities that may inform or support those affected by illness.

A noteworthy example of this was the establishment of a close working relationship with the European Patients Forum (EPF) during 2014. The EPF's concerns cover a wide range of ailments and illnesses, and it actively cooperates as a consultant with the European Parliament and the European Medicines Agency, among other institutions.

It has therefore become one of our most prized stakeholders, and we look forward to cementing a long and fruitful cooperation with it.

We have also continued our relationship with the European Multiple Sclerosis Platform and furthered our commitment to improving the range and quality of information available to patients. Building up from our involvement in the "Under Pressure" project – which raised awareness about access to treatments in Europe and was presented in the European Parliament – we contributed to campaigns that would facilitate changes in habits that would lead to healthier lifestyles in MS patients and their environment.

Perhaps the most visible effort, in this respect, was the development of a series of websites that, under the title of "Life and MS" (<http://www.lifeandms.com/>), offer information on symptoms, advice on living with MS, testimonials and support.



These websites – which include a global version in English and local versions for Austria, Denmark, Germany, Italy, Norway, Spain and Sweden – were reinforced with numerous materials in the patients' section of our corporate website and other online and offline actions.

### Healthcare professionals

Open and honest communications with our stakeholders in the healthcare industry is of crucial importance to us: by engaging in an open information exchange with them we can not only be party to their demands and needs, but also provide them with the latest news regarding our treatments.

Our pledge to keep our lines open to doctors, pharmacists, hospitals, academic institutions and scientific societies, additionally allows us to foster joint programmes and to participate in projects that, ultimately, are designed to contribute to improving health.

This frank and open communication with healthcare professionals and patients unswervingly conforms to the EFPIA Patient Organisation Code of Practice and the accepted ethical codes of each of the countries in which we operate.

### Employees

A measure of a company's success is its capacity to retain and attract talent. We therefore strive to supply our staff with a working environment that will stimulate their desire and capacity to develop professionally and personally.

To this end, we offer continuous in-house and out-of-house training, and closely monitor full compliance with occupational hazard prevention regulations.

In the same way in which we work to provide our employees with a reliable, supportive and nurturing professional environment, we work hard to help them strike a fulfilling balance with their personal life. Not only do we offer flexible hours and competitive remuneration, but Almirall employees enjoy a series of employment benefits in line with the best practices in the market.



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## Shareholders, investors and financial institutions

Financial transparency is an absolutely non-negotiable rule of conduct at Almirall. We strive to remain a source of integrity and credibility, ensuring that clarity and disclosure underlie our every action.

We therefore make every effort to strictly comply with our obligation to supply markets with reliable financial information about our operations and financial position, as well as any other information that applicable regulations require us to disclose.

We monitor this information with an internal control system that conforms to applicable regulations and the guidelines issued by the Spanish Securities Commission (CNMV). Since the company is listed on the Spanish stock exchange, all financial information conforms to internationally accepted indicators and practices.

*Almirall bases relations with stakeholders on respect and collaboration, helping to ensure that they always remain amicable and fruitful*

## Strategic Partners

We believe in growth through collaboration agreements with other companies in our key therapeutic areas. Working with other actors in the field helps us offer a highly competitive portfolio of products and strengthen the international projection of our business.

Thus we have drawn strategic alliances that cover the whole of the medicine value chain.

We demand full accountability and commitment from Almirall employees working under the scope of one of our collaboration agreements. They must, therefore, not only ensure that our contractual obligations are met, but also that full cooperation is offered and partners are kept informed of developments that may affect them.

## Non-governmental organizations

We work with a number of not-for-profit organizations in order to promote the social development of underprivileged people and regions, promoting activities, providing services and funding projects.

Our main focus is cooperating with local communities and trying to make a difference in the well-being of the regions that host our production centres. We have therefore always encouraged production, test and sales centres to cooperate with their local community and contribute to a wide range of socially-oriented activities.

## Health authorities and associations

Since our sector is strictly regulated by both local and international health authorities, at Almirall we invest considerable resources to ensure that we follow both the letter and the spirit of the law in all our areas of business.

We endeavour to nurture good relationships with authorities and regulators in the sector by being professional, transparent and offering our collaboration whenever it is needed.

Almirall additionally works alongside associations in the sector to develop health-related projects. The company is a member, among others, of the Spanish Association of the Pharmaceutical Industry (Farmaindustria), the European Federation of Pharmaceutical Industries and Associations (EFPIA) and the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA).



## The media

A healthy relationship with journalists and media outlets is decisive to successfully circulating our work to the public. We therefore have a deeply ingrained understanding that the media is a crucial part of our business, and do our utmost to be transparent and cooperate with all and any media that take an interest in our business.

We offer a wealth of relevant information through our website. Said information not only includes press packs, information on our governing bodies, on our activities, objectives, research areas, sales and results, but also an up-to-date list of press releases and a subscription service for media organizations that wish to receive our latest news.

## Suppliers

Our business and our output are inextricably linked and dependent on that of our suppliers. Almirall's suppliers must comply with our quality, reliability, commitment and excellence standards.

To this end, Almirall's suppliers must satisfy a number of criteria, not least of which is a social commitment in line with our own, and we give priority to suppliers that have quality (ISO 9001), environmental (ISO 14001) and occupational health and safety (OHSAS 18001) certificates.

The core pillars of our relationship with suppliers are professionalism, fairness and respect, built on a foundation of goodwill. At Almirall, we make an effort to understand the challenges faced by our suppliers and do not hesitate to lend a helping hand whenever possible to cement the relationship.

## Our team

Our team is the cornerstone of our effort to make innovative drugs available to society and help improve the health and quality of life of society as a whole. Scientific and technical know-how alone cannot be the drivers of our activity: human commitment is of paramount importance.

Four corporate values define us as a company: trust, innovation, partnership and personal accountability. And the way that these values translate into the employee-company relationship is a mutual understanding that global results are a direct consequence of individual efforts made within a supportive and cooperative environment.

This simple principle inspires all of the people in the organization, wherever on the globe they may be stationed. At Almirall, and at each of its 14 affiliates, over 17 different nationalities work side by side, sharing the mindset and set of practices and values that underpin the company's culture. There is a shared understanding that reaching our strategic goals is important but that, at Almirall, the manner in which we achieve them is just as relevant.

The way in which we work together, the fashion in which we channel the organization's efforts and the way in which we interact with our stakeholders are a defining aspect of our corporate culture, and a strong link in the chain that leads us to delivering excellence as scientific and technical know-how.

It is for this reason that the company places a great importance on its Code of Ethics. This internally available document is the accepted standard of conduct for all employees, wherever they may stand in the business value chain.

It contains all the rules and conduct-related procedures that Almirall employees must take on board as an integral part of their daily activities, and is designed to ensure that our team complies with local and international standards and regulations. Since compliance with the Code is mandatory, training sessions are organized to ensure employees understand it.

Personal responsibility and conduct aside, at Almirall we make every effort to excel in the fulfilment of our obligations in the areas of quality compliance, environmental, and occupational health and safety standards.

The company has therefore put procedures in place that cement best practices in our processes, has developed a framework designed to control risk and reduce contingencies, and is committed to the continuous improvement of its structure, processes and working environment.

The capital importance of talent attraction and development for an organization built on innovation such as Almirall has led us to implement a dedicated technological platform called gRHow. Through gRHow, we have integrated key talent management programmes such as training, internal opportunities and recruitment along with the professional development programmes.

It therefore not only unites all our people management processes into a single tool and standardizes them throughout the Almirall organisation, but also enables us to improve employee access to information and promote more skilled talent management.

*Almirall, top employer*





## Training

Perhaps the most visible example of the company's commitment to continuous improvement is the investment of both time and resources made in continuous training and personnel development.

We work on a variety of training and development programmes: individual programmes, team programmes and leadership development for middle management and directors.

Through the use of engagement surveys and the implementation of related action plans, we create a culture that encourages a certain style of people and an inspiring professional environment based on our values of trust, innovation, partnership and personal accountability.

Almirall's team members completed over 100,000 hours of training courses, seminars and collaborative sessions on values and competencies, languages and IT skills in 2014.

This dedication to training and education is further reinforced by our effort to sign agreements with a number of leading universities and business schools, which allows us not only to provide employees with the best training opportunities, but also to offer promising students opportunities to join the job market.

TYPES OF TRAINING	HOURS
Technical & product training	69,680
Training in values and competencies	6,450
Training in languages	18,693
Training in computing & IT	10,674



At Almirall, we attach the greatest importance not only to fulfilling our strategic objectives, but also to the manner in which we reach our goals. And we believe the manner in which we achieve them is by creating a supportive working environment that encourages personal responsibility, offers equal opportunities to all and promotes professional and personal growth in different disciplines.

One of the main ways of ensuring that our team is motivated and keen to take on training is to ensure that team members can see that the opportunities for professional development in the company are within their reach. We therefore publish vacancies internally so they are accessible to the Almirall team, gaining in transparency and facilitating equal opportunities. Our staff always has priority when applying for

vacancies in the company, and we only carry out an external process in the event that no suitable candidates are found.

*The working environment at Almirall encourages us to constantly strive to accomplish our mission of delivering valuable medicines to you and future generations*

<p>Employees</p> <p><b>2,130</b></p>	<p>Global gender distribution</p> <p><b>46 %</b> men <b>54 %</b> women</p>	<p>Employees in international affiliates</p> <p><b>843</b></p> <p>Nationalities <b>17</b></p>	<p>Aqua workforce included in global figure</p> <p><b>130</b> employees</p>
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## Talent development

Consistently accompanying people in change processes is another crucially important aspect to developing talent, and we make every effort to do so. A noteworthy example was the transfer of our respiratory business to AstraZeneca, during which both companies worked together as partners to guarantee the best conditions, in both labour and social terms, for the people involved.

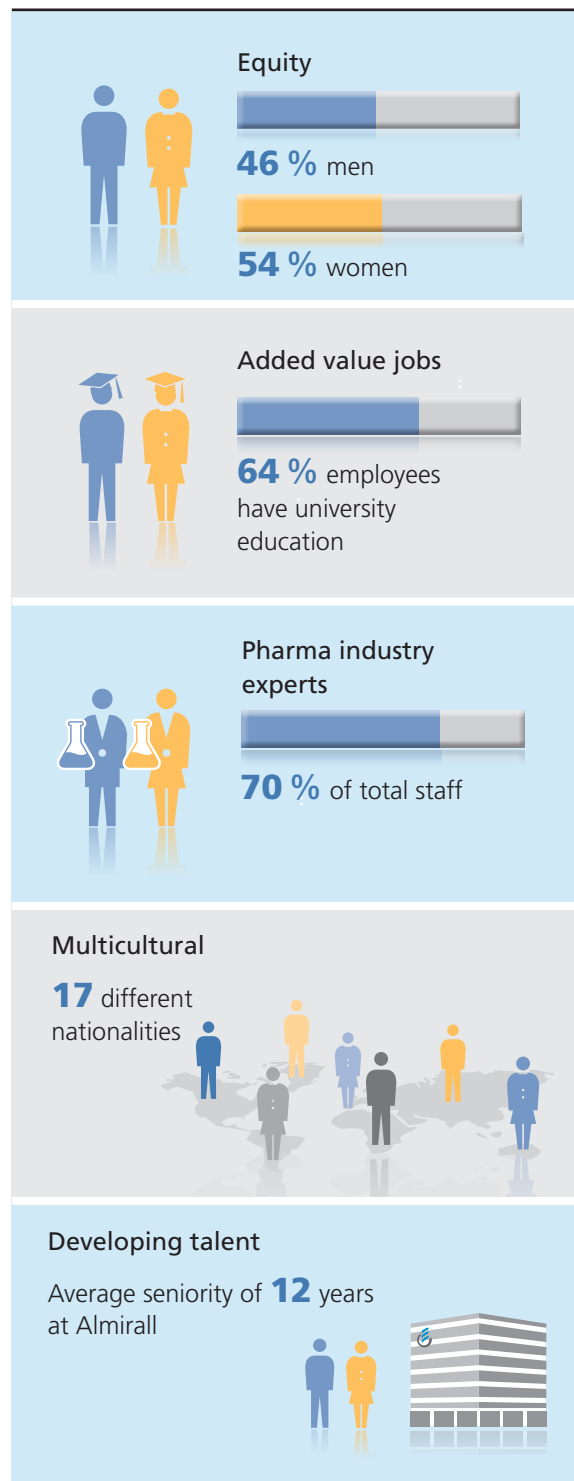
The Almirall team is also receiving support for taking on changes through change management workshops, with a specific advisory package for managers and directors addressing team management.

Additionally, every year we hold Talent Development meetings in which the managerial team from each area or affiliate, along with HR, discuss people, growth opportunities and how to encourage their development and ensure internal fairness through specific actions.

From a professional development standpoint, appreciation is as important as motivation and support are. We have therefore made recognition of individual and team efforts an integral part of our culture.

So much so, in fact that we have promoted internal programmes to acknowledge professional merits, such as the electronic application **Bravo** for congratulating good work or recognizing strategic project teams involved in specific projects.

We therefore feel great pride that, for the 7th year running, Almirall was ranked a Top Employer in 2014 by the CRF Institute. But, we feel an even greater pride that the average seniority of our employees is 12 years, proving that the talented professionals that come to us, stay with us.



## Occupational Health & Safety and the Environment

Within our social commitment, one of the strategic priorities that drive our daily activity is to cultivate a culture geared towards the continuous improvement of occupational health and environmental impact reduction, including energy efficiency.

### An integrated policy

Almirall has formulated its occupational health and safety, environmental management and energy efficiency policies as part of a single, cohesive management system that can and is continuously improved and updated. We hold certificates of compliance with internationally accepted standards for these policies.



### Occupational Health and Safety

Almirall pioneered the implementation of OHSAS 18001:2007 on compliant occupational health and safety management systems in the pharmaceutical industry when, in 2007, it certified one such system in all its workplaces and business premises in Spain.

The certification, which is valid for a period of three years, was renewed for the second time in 2013, and extended in scope to also cover our German sites in Reinbek (Hamburg) and Bad Homburg (Frankfurt). The complete system was subjected to a follow-up audit in 2014, which deemed it successful in its objectives and results.

The certifying body, TÜV Rheinland, thus attests to the fact that the company has and enforces an ongoing policy to not only meet the latest and most demanding international occupational health and safety standards, but to also go over and beyond current legal requirements.

The scope of this certification covers research and development, the manufacture of active ingredients, and the manufacture and trade of pharmaceutical goods.

In addition to our investment in workplace occupational health and safety at Almirall, both in Spain and in our international affiliates, we provide training that will allow team members to improve their knowledge regarding occupational health hazards and their prevention. Over the course of 2014, for instance, we offered over 3,711 hours of training to 1,371 employees.



*Almirall complies with all new and demanding health and safety criteria in place*

One of the most noteworthy examples in the field of awareness-raising among team members has been our "Safety on the road" global campaign. The campaign targeted work-related trips by our sales force, and has been absolutely instrumental in the reduction of work-related accidents in our international affiliates.

The campaign received the International Fleet Safety Award, granted by the IFMI (International Fleet Managers Institute), in 2012. In 2014, the campaign received further recognition in the form of the first prize in the III Best Practices in the Professional Road Safety Contest, granted by the INSHT (National Institute for Occupational Health and Safety, Spanish Ministry for Employment and Social Security), the DGT (General Roads Directorate, Spanish Ministry of Home Affairs) and FESVIAL (Spanish Foundation for Road Safety).

The keystone of our management system is the continuous review of risks in our premises. This resulted in us conducting 216 risk prevention assessments in 2014, targeting safety in the workplace, industrial hygiene, ergonomics and applied social psychology, both in workplaces and work stations.

In addition to its investment in workplace occupational health and safety, Almirall also makes every effort to monitor and care for the health of our team. During 2014, our employees benefitted from over 9,717 medical appointments at the medical facilities at our worksites, as well as 1,254 check-ups.

The fruit borne by these continued efforts was an outstanding year in terms of our accident rate, which continues the positive trend of recent years. In Spain, we experienced a 5 % reduction over 2014, setting us at our lowest ever accident rate, which allows us to boast figures that are 52 % below the recorded average of our sector. In our international affiliates we have seen a slight increase over 2014 in comparison to the historical record set in 2013, but we maintain a 28 % reduction in comparison to our base year of 2009. We should highlight that, in 2014, we have had zero accidents resulting in medical leave in our headquarters, Spanish R&D centres and in our commercial affiliates in Austria, Belgium, the Netherlands, Canada, France, Scandinavian countries, Poland and Portugal.

Another aspect of our operation which merits some attention is the management of special or dangerous goods, examples of which are the haulage operations involved in R&D projects, the import and export of raw materials and the world-wide distribution of not-for-sale samples.

Over 2014, we carried out 2,900 operations of dangerous transport over roads and more than 1,500 involving air-freight. Our conduct in the latter led to Almirall being awarded the Known Consignor Certification by the Spanish Aviation Safety Agency, making us only the second pharmaceutical company to be granted this status.

## Environmental Management

In 2014 we celebrated the 10th anniversary of the initial ISO 14001:2004 certification in Almirall Spain, the scope of which was extended to cover our German sites in Reinbek (Hamburg) and Bad Homburg (Frankfurt) in 2013 by TÜV Rheinland.



*Recognition of  
the quality  
of Almirall's  
environmental  
management  
system*

This was a pointed reminder of over a decade of commitment to the environment, of Almirall's readiness to go above and beyond legal requirements in its defence and its willingness to invest resources into designing, implementing and improving a top-notch environmental management system. The scope of said certificate covers research and development, the manufacture of active ingredients, and the manufacture and trade of pharmaceutical goods.

The system was the subject of a follow-up audit by TÜV Rheinland in 2014, the result of which was successful.

A noteworthy indicator of the scope of our environmental management system is the 8,300 metric tonnes of waste managed in our worksites in 2014, 28 % of which can be recovered. And one of the system's successes has been the 15 % reduction in the waste generation ratios that we have seen in 2014, compared to the 2011–13 period, in our chemical plants and R&D centres in Spain.

Another important indicator to highlight pertains to our unwavering compliance with established levels in waste waters from our production and R&D centres. During 2014, we performed 792 internal controls and 41 external tests conducted by accredited 3rd parties. In all the parameters we controlled, the average was always 60 % below the legal limits in each case.

When it comes to atmospheric emissions, we can also draw attention to the strict compliance of our production and R&D centres. Pharmaceutical production processes, in particular, have reduced their use of solvents through specialty reformulation by 74 % since 2008. By way of example, we can mention a 50 % reduction in the use of Methylene Chloride since 2012, in the context of an ongoing programme to ensure a complete elimination of its use in the future.

Almirall's environmental consciousness led us to take an extra step in 2013, by implementing and certifying an ISO 50001:2011 energy management system at our Spanish worksites. We were amongst the first pharmaceutical laboratories to do so.

This management system has provided us with a tool to improve our energy efficiency in a systematic fashion, to increase our usage of renewable energy, to promote power savings and to reduce greenhouse gas emissions.

The scope of the certification covers research and development, the manufacture of active ingredients, and the manufacture and wholesale trade of pharmaceutical goods.

After one year in operation, the system successfully passed its first follow-up audit in 2014.

Actions performed during 2014 allowed us to make substantial energy savings, among which we could highlight an 8 % reduction in electricity and 13 % in gas at the Sant Feliu R&D centre, a 4.6 % electricity reduction in Barcelona headquarters and a 2.6 % reduction in electricity usage in the Sant Andreu and Sant Celoni chemical plants.



*Almirall obtains certification for its energy management system*

## We manage continuous improvement

Below is a breakdown of other indicators of our business activities in 2014 that illustrate the continuous efforts Almirall is making to improve occupational health and safety, environmental management and energy management:

- 215 training courses were run for new employees or employees who changed jobs within the company.
- 203 suppliers of works and services obtained approval for their health and safety and environmental standards.
- 64 proposals for improvement submitted by employees.
- 142 performance checks (in-house inspections, internal audits, scheduled observations, visits from management, etc.).
- 121 minor incidents investigated and assessed at different worksites.
- 475 corrective and preventive actions managed in different environments.
- 561 legal regulations are in place at our worksites as a whole, whose compliance is formally assessed every year.

### An integrated policy

Almirall operates an integrated occupational health and safety, environmental and energy efficiency management system, compliant with OHSAS 18001, ISO 14001 and ISO 50001 international standards.

### Occupational Health and Safety



↓ 52 %

Record low accident rates in Almirall Spain, reaching levels 52 % lower than the official pharmaceutical sector indexes lower than the official.



0 %

0 % accidents in our headquarters, R&D Centres and a considerable amount of our international affiliates.

1st prize in the III Best Practices in the Professional Road Safety Contest, Granted by the INSHT (National Institute for Occupational Health and Safety, Spanish Ministry for Employment and Social Security), the DGT (General Roads Directorate, Spanish Ministry of Home Affairs) and FESVIAL (Spanish Foundation for Road Safety).

### Respect for the environment



↓ 15 %

15 % reduction in the waste generation ratios of our chemical plants and R&D centres in Spain.



↓ 74 %

Cumulative reduction of 74 % in our consumption of solvents in pharmaceutical production.



All controlled waste water parameters below legal limits by 60 %.

## Corporate governance

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Almirall's corporate governance policy is designed with one priority in mind: to protect shareholders worldwide by ensuring the transparency and integrity of all the information published by the company. We deliver clarity and precision to serve the interests of our more than 33,000 shareholders.

Almirall's corporate governance is overseen by five bodies, each of which has clearly defined functions whose performance and goals are regularly reviewed and monitored. These bodies and their functions are as follows:

- The Board of Directors, whose priority is to defend the interests of shareholders, transparency and the integrity of information.
- The Audit Commission, which is responsible for conducting reviews of the periodic financial information reported, and for ensuring compliance with legal requirements and the proper application of accounting standards. It also monitors internal auditing systems, internal controls and risk management practices, in addition to liaising with the external auditor.
- The Nominations and Remuneration Commission, which monitors the selection process and remuneration of the company's directors and senior management.
- The Corporate Compliance Committee, whose mission is to support and monitor the implementation and update of our legal compliance system.
- The Management Board defines the company's general strategy and its specific application to R&D, business operations, finance and corporate development.

In 2014, Almirall had around 33,000 shareholders. Their interests are safeguarded by the Board of Directors, whose proposals must ultimately be approved at the Annual General Meeting. In order to uphold the integrity and independence of these proposals, the Audit Commission and the Nominations and Remuneration Commission play a major active role in drawing them up.

*Clarity and precision serve  
the interests of around 33,000  
shareholders*



## Board of Directors

The priority of the Board of Directors is to defend the interests of shareholders, and to ensure transparency in the company and guarantee the integrity of information supplied to shareholders.

In 2014, nine directors plus the non-member secretary and vice secretary sat on the Board of Directors.

The appointment last year of Antonio Gallardo Torrededía and Carlos Gallardo Piqué as members of the company's Board of Directors should be highlighted.

There are two Board Commissions, the Audit Commission and the Appointments and Remuneration Commission, which have clearly defined functions that are regularly reviewed to ensure they meet their goals to their best ability.

You can find more information about the Board of Directors and the Board Commissions on the company's website (<http://www.almirall.com/en/investors/corporate-governance>).

BOARD OF DIRECTORS		<i>As at 31 December 2014</i>
<b>President</b>	Jorge Gallardo Ballart	Director
<b>2nd Deputy President</b>	Daniel Bravo Andreu	External director
<b>Member</b>	Antonio Gallardo Torrededía	External director
<b>Member</b>	Carlos Gallardo Piqué	External director
<b>Member</b>	Juan Arena de la Mora	Independent external director
<b>Member</b>	Karin Louise Dorrepaal	Independent external director
<b>Member</b>	Tom McKillop	Independent external director
<b>Member</b>	Gerhard Mayr	Independent external director
<b>Member</b>	Eduardo Sanchiz Yrazu	Executive director
<b>Secretary (non-member)</b>	José Juan Pintó Sala	Non-director
<b>Vice Secretary (non-member)</b>	Joan Figueras Carreras	Non-director



Gerhard Mayr

Eduardo Sanchiz

Tom McKillop

Antonio Gallardo

Jorge Gallardo

Karin Louise  
Dorrepaal

Daniel Bravo



Carlos Gallardo

José Juan Pintó

Juan Arena

## MEMBERS OF THE BOARD IN 2014:

### **Jorge Gallardo Ballart** President and director

PhD in Industrial Engineering. Institutional positions at the EFPIA and Farmaindustria over several periods. Member of Spain's Royal Academy of Pharmacy and awarded the President Macià Medal for services rendered.

### **Daniel Bravo Andreu** 2nd Deputy President and external director

Degree in Pharmacy. Partner and member of the board of directors in other companies.

### **Antonio Gallardo Torrededía** Member and external director

Degree in Business Administration and Management. Has held positions in several companies in the pharmaceutical sector.

### **Carlos Gallardo Piqué** Member and external director

Degree in Industrial Engineering and MBA. Has held positions in several companies in the pharmaceutical sector.

### **Juan Arena de la Mora** Member and independent external director

PhD in Electromechanical Engineering and MBA.

Member of the board of directors in various companies and holder of the Great Cross of Civil Merit.

### **Karin Louise Dorrepaal** Member and independent external director

PhD in Medicine and MBA. Has held positions in several companies in the pharmaceutical sector.

### **Tom McKillop** Member and independent external director

PhD in Chemistry. Institutional positions in the EFPIA and other organizations. Several civil awards as a member of the Academy of Medical Sciences and honorary member of the Royal Society of Chemistry. Knighted in 2002.

### **Gerhard Mayr** Member and independent external director

Chemical Engineer. Has held positions in several companies in the pharmaceutical sector. President and member of the board of directors of several companies.

### **Eduardo Sanchiz Yrazu** Member and executive director

Degree in Economics and MBA. Has held positions in several companies in the pharmaceutical sector. Current Chief Executive Officer at Almirall.

## Audit Commission

Almirall has an internal audit function and an annual external audit process that guarantees the integrity of the financial information reported.

The Audit Commission meets once every quarter to review the periodic financial information that is to be submitted to the stock exchange authorities, as well as the information that will be approved by the Board of Directors and included in the annual filings.

The Board's Regulations also establish that the Commission must meet at the request of any of its members or any time a meeting is called by its Chairman, who is required to call a meeting whenever the Board or its President requests the issue of a report or the adoption of proposals, and, in any event, whenever deemed necessary for the proper discharge of its functions.

The table below shows the members of the Commission as at 31 December 2014.

AUDIT COMMISSION	
<b>Chairman</b>	Juan Arena de la Mora
<b>Member</b>	Daniel Bravo Andreu
<b>Member</b>	Karin Dorrepaal

## Nominations and Remuneration Commission

The Nominations and Remuneration Commission meets once every quarter and must also do so every time a meeting is called by its Chairman, provided that the Board or its President request the issue of a report or the adoption of proposals, and, in any event, whenever deemed appropriate for the proper discharge of its functions. It reports on its activities at the first plenary meeting of the Board of Directors following its own meetings. Furthermore, the Commission must take minutes of its meetings, of

which a copy must be sent to every member of the Board. Whenever deemed necessary to discharge its functions adequately, the Commission may also seek advice from external experts.

The table below shows the members of the Commission as at 31 December 2014.

NOMINATIONS AND REMUNERATION COMMISSION	
<b>Chairman</b>	Tom McKillop
<b>Member</b>	Jorge Gallardo Ballart
<b>Member</b>	Gerhard Mayr

## Corporate Compliance Committee

Almirall has a compliance policy that applies to all areas of the company for the purpose of providing the organization with a system for monitoring legal risks. Its fundamental goal is to check compliance with regulations (legal, contractual and internal) to which Almirall is subject, as well as to control the potential liabilities of the company and/or its directors, board members and legal representatives as a consequence of breaching regulations.

The Compliance Committee is the body responsible for supporting and monitoring the implementation and compliance of legal regulations. It is made up of the President of the company, the CEO, the Corporate Commercial Director, the Chief Scientific Officer, the Chief Financial Officer, the Corporate Director of Human Resources, the Director of Internal Audit and the General Counsel. The purpose of the Committee is to review reports on legal risks and, if necessary, approve the implementation of the measures to be taken to remedy them.

## Management Board

This is the company's leading governing body in which Almirall's main organizational areas are represented.

The Management Board is made up of nine members. It is chaired by the CEO, a position held by Eduardo Sanchiz since 2011.

The latest members to join the Management Board are Alfredo Barón, Thomas Eichholtz, Jordi Sabé and Alfonso Ugarte as the Corporate Commercial Director, Chief Scientific Officer, Senior Director of Corporate Development and Senior Director of Global Business Units, respectively.

### MANAGEMENT BOARD

*As at 31 January 2015*

Chief Executive Officer	Eduardo Sanchiz Yrazu
Corporate Director, Commercial	Alfredo Barón de Juan
Corporate Director, Chief Scientific Officer	Thomas Eichholtz
Corporate Director, Chief Financial Officer	Daniel Martínez Carretero
Corporate Director, Human Resources	Javier Arroniz Morera de la Vall
Corporate Director, General Counsel	Joan Figueras Carreras
Senior Director, Global Business Units	Alfonso Ugarte Castillo
Senior Director, Corporate Development	Jordi Sabé Richer
Senior Director, Industrial Area	Eloi Crespo Cervera







# FINANCE AND STOCK PERFORMANCE

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Almirall is a global company headquartered in Barcelona devoted to delivering valuable medicines. Our consolidated growth allows us to reinvest in the discovery of new drugs.

## Financial highlights in 2014

Results for 2014 were in line with forecasts and our financial targets, even excluding the AstraZeneca transaction, in a challenging environment.



### External auditors' report

The external auditors' report issued by PriceWaterhouse Coopers on 20 February 2015 contains an unqualified positive opinion on the Consolidated Financial Statements for 2014, which include the following documents:

- Consolidated Balance Sheet as at 31 December 2014.
- Consolidated Income Statement.
- Consolidated Statement of Comprehensive Income

- Consolidated Statement of Changes in Equity.
- Consolidated Cash Flow Statement.
- Notes to the Consolidated Financial Statement.

The full contents of the 2014 Consolidated Financial Statement, the notes to the accounts and the auditors' report can be found at [www.cnmv.es](http://www.cnmv.es) and at [www.almirall.com](http://www.almirall.com)



Almirall's growth picked up in 2014 and it laid the foundations for continued improvement in sales and results in 2015.

Net Sales increased by 13.5 % to reach € 786.4 Million. The contribution of the Derma franchise was instrumental in achieving these figures, and reflects positively on the successful derma launches by our US affiliate during 2014. The company's Total Revenue grew by 70.5 %, mainly due to the AstraZeneca transaction.

Following the acquisition of Aqua Pharmaceuticals, Almirall has strengthened its Derma therapeutic area in the USA, which is one of the world's biggest markets. Our internationalization process is still one of our strategic priorities: international operations continue to grow and now account for over 69 % of our total business.

The increase in Other Income resulted in a positive EBIT performance (€ 601.6 Million from € 15.7 Million) and EBITDA (€ 686.3 Million from € 85.1 Million), especially considering the current context of a challenging environment. Over the year, we made the necessary changes in order to provide solid and sustainable foundations for future growth and development in the current market access environment as a specialty pharma model.

Normalized Net Income reached € 43.5 Million (40.3 %), in line with forecasts, whilst the Net Income was € 448.8 Million. The AstraZeneca transaction was instrumental in these results.

The Cash Flow from operating activities totalled € 646.9 Million, showcasing the positive performance over the business year. The long-term financial debt, as of 31st December 2014 is related to the financing of the Aqua Pharmaceuticals acquisition. The positive Net cash position at the end of the period was € 337.9 Million.

The AstraZeneca transaction will enable us to acquire growth assets to further support the long-term outlook of the company. This deal gives us the balance sheet position to de-risk the entire business by acquiring specialty growth assets, with a focus on Dermatology where we will become a global player. Our primary use of cash will be to acquire growth assets and to continue investing in R&D to further support the long-term outlook of the company.

*Almirall's net sales picked up in 2014, and reflect the successful derma launches by our US affiliate*

## Functional Income Statement

In 2014, Almirall's Total Revenue reached € 1,407.4 Million, which translates into a 70.5 % increase on the previous business year. This figure includes Net Sales and Other Income. Net Sales increased by 13.5 % to reach € 786.4 Million, mainly due to the Derma contribution and the successful launches of our US affiliate.

The Other Income reported increased by 368 % to reach € 621 Million, due mainly to the AstraZeneca transaction and the upfront payment announced during the agreement.

By regions, the group's sales dropped slightly in Spain (-6.2 %), but increased significantly (269.0 %) in America. On a global level, acridinium stands out as Almirall's top selling product (€ 97.7 Million). The Oral Acne Franchise, Monodox® and Acticlate®, were the products that showed most growth in value over the year, namely, € 67.7 Million (29 %). In percentage terms, Sativex® was the top performer, showing growth of 104.0 % over the year, with sales of € 14.7 Million.

R&D expenses dropped to € 100.6 Million. This drop had been anticipated in previous business years. Expenses are more in line with normal levels for a specialty pharma company.

SG&A amounted to € 459.9 Million, which is a slight increase (2.6 %) on the previous year. This reflects the growing business expenses arising from the launch of new products. It reflects the move towards a leaner business model as well as the effects of the restructuring programme implemented in 2014.

As a consequence of the increase in Other Income and the slight increase in SG&A, EBIT and EBITDA rose by 82.8 % and 33.3 %, to reach € 28.7 Million and € 113.4 Million, respectively (excluding the AstraZeneca transaction). In contrast to the previous business year, in 2013 a total of € 80 Million in restructuring costs were entered into the books, which had a significant impact on results.

The financial result improved in comparison to 2013, mainly due to the AstraZeneca transaction and the contribution of Aqua Pharmaceuticals and its successful launches.

Corporation Tax in 2014 was positive when compared with previous period. As a result of this, the total Net Income was € 448.4 Million, mainly due to the above mentioned AstraZeneca transaction, whilst the Normalized Net Income increased by 40.3 %, in line with what had been anticipated.

*Almirall's Total Revenue reached € 1,407.4 Million which translates into a 70.5 % increase on the previous business year*

2014 Functional Income Statement	€ Million	2014	2013	% Var
<b>Total Revenues</b>		<b>1,407.4</b>	<b>825.5</b>	<b>70.5 %</b>
Net Sales		786.4	692.9	13.5 %
Other Income		621.0	132.6	n.m.
Cost of Goods		(235.4)	(233.1)	1.0 %
<b>Gross Profit</b>		<b>551.0</b>	<b>459.8</b>	<b>19.8 %</b>
% of sales		70.1 %	66.4 %	
<b>R&amp;D</b>		<b>(100.6)</b>	<b>(126.7)</b>	<b>(20.6 %)</b>
% of sales		(12.8 %)	(18.3 %)	
<b>SG&amp;A</b>		<b>(459.9)</b>	<b>(448.1)</b>	<b>2.6 %</b>
% of sales		(58.5 %)	(64.7 %)	
<b>Other Expenses</b>		<b>(9.9)</b>	<b>(1.9)</b>	<b>n.m.</b>
% of sales		(1.3 %)	(0.3 %)	
<b>EBIT</b>		<b>601.6</b>	<b>15.7</b>	<b>n.m.</b>
% of sales		76.5 %	2.3 %	
<b>Depreciation and Amortization</b>		<b>84.7</b>	<b>69.4</b>	<b>22.0 %</b>
% of sales		10.8 %	10.0 %	
<b>EBITDA</b>		<b>686.3</b>	<b>85.1</b>	<b>n.m.</b>
% of sales		87.3 %	12.3 %	
Gains on sale of assets		14.1	(5.8)	n.m.
Other Costs		(36.8)	(9.4)	n.m.
Restructuring Costs		0.0	(80.3)	(100.0 %)
Impairment Reversals / (Losses)		(69.2)	(4.6)	n.m.
Net Financial Income / (Expenses)		(27.8)	(5.3)	n.m.
<b>Profit Before Tax</b>		<b>481.9</b>	<b>(89.7)</b>	<b>n.m.</b>
Corporate Income Tax		(33.5)	56.0	(159.8 %)
<b>Net Income</b>		<b>448.4</b>	<b>(33.7)</b>	<b>n.m.</b>
<b>Normalized Net Income</b>		<b>43.5</b>	<b>31.0</b>	<b>40.3 %</b>
Earnings per Share (€)		2.59 €	-0.20 €	
Normalized Earnings per Share (€)		0.25 €	0.18 €	

n.m.: not material.

## Balance Sheet

The following paragraphs highlight the most noteworthy aspects of the group's Balance Sheet at 31st December 2014.

The decrease in intangible assets (from € 595.1 Million to € 444.4 Million) is mainly due to the assets transferred to AstraZeneca as part of the agreement mentioned before. The significant increase in financial assets and accounts receivable refers to the potential future milestones and royalties. \$ 150 Million had already been collected in February 2015, triggered by the approval of the Duaklir®/Genuair® combination in Europe.

The increase in non-current liabilities (€ 523.5 Million from € 232.4 Million) is due to the deferral of upfront payments related to the AstraZeneca transaction, which have already been collected.

The transaction with AstraZeneca has reinforced what had already been strong financials.

The Financial Debt with credit institutions amounted to € 319.9 Million, arising from the long-term bank loan to finance the acquisition of Aqua Pharmaceuticals.

2014 Balance Sheet	€ Million	2014	% of BS	2013
Goodwill		338.8	13.3 %	336.2
Intangible Assets		444.4	17.5 %	595.1
Property, Plant and Equipment		132.1	5.2 %	161.3
Non-Current Financial Assets		179.2	7.1 %	23.3
Other Non-Current Assets		338.7	13.3 %	322.1
<b>Total Non-Current Assets</b>		<b>1,433.2</b>	<b>56.4 %</b>	<b>1,438.0</b>
Inventories		81.0	3.2 %	97.7
Accounts Receivable		207.2	8.2 %	99.5
Cash and Equivalents		754.4	29.7 %	89.2
Other Current Assets		64.6	2.5 %	48.3
<b>Total Current Assets</b>		<b>1,107.2</b>	<b>43.6 %</b>	<b>334.7</b>
<b>Total Assets</b>		<b>2,540.4</b>		<b>1,772.7</b>
Shareholders' Equity		1,339.6	52.7 %	888.3
Financial Debt		319.9	12.6 %	281.4
Non-Current Liabilities		523.5	20.6 %	232.4
Current Liabilities		357.4	14.1 %	370.6
<b>Total Equity and Liabilities</b>		<b>2,540.4</b>		<b>1,772.7</b>

## Cash Flow

As regards Cash Flow, perhaps the most relevant event is that the Strong Free Cash Flow generation driven by the AstraZeneca transaction has impacted several lines on the Cash Flow. Operating Cash Flow increased by € 579.8 Million in comparison with the previous year, mainly due to the transaction.

The Cash Flow from Operating Activities mainly reflects the payment collected upfront, and the potential future payments from AstraZeneca. A significant increase can also be observed in Restructuring payments due to the cash out. Free Cash Flow reached € 644.9 Million in 2014 due to the positive profit before tax and the AstraZeneca transaction.

It is also important to highlight our positive impact on working capital thanks to the consistent and continuous control of the main Working Capital KPIs.

### Financial outlook for 2015

The company expects a Total Revenue for 2015 of € 720-750 Million, Net Sales in the range of € 650-680 Million, an EBIT of approximately € 100 Million, over 3 times the 2014 normalized EBIT. The \$ 150 Million from the sale of the first combination unit of LAMA/LABA in Europe, collected in February 2015 is likely to have limited impact on EBIT in 2015 since, according to IFRS, most of this was booked in 2014.

Cash Flow	€ Million	2014	2013
<b>Profit Before Tax</b>		<b>481.9</b>	<b>(89.7)</b>
Depreciation and Amortization		84.7	69.4
Change in Working Capital		56.0	95.4
Restructuring Payments		(29.3)	0.0
Other Adjustments		131.7	(6.9)
Tax Cash Flow		(78.1)	(1.1)
<b>Cash Flow from Operating Activities (I)</b>		<b>646.9</b>	<b>67.1</b>
Financial Income		0.8	0.5
Investments		(64.2)	(78.2)
Divestments		64.3	2.4
Payments of capex suppliers		(4.6)	0.0
Changes in Scope of Consolidation		1.7	(231.7)
Other Cash Flows		0.0	0.0
<b>Cash Flow from Investing Activities (II)</b>		<b>(2.0)</b>	<b>(307.0)</b>
Finance Expenses		(14.7)	(5.3)
Dividend Distribution		(0.0)	(0.8)
Capital Increase/(Decrease)		(0.0)	(0.1)
Debt Increase/(Decrease)		37.6	(281.4)
Other Cash Flows		2.6	(1.6)
<b>Cash Flow from Financing Activities</b>		<b>20.3</b>	<b>276.8</b>
<b>Cash Flow generated during the period</b>		<b>665.2</b>	<b>36.9</b>
<b>Free Cash Flow generated during the period (III) = (I) + (II)</b>		<b>644.9</b>	<b>(239.9)</b>

## Almirall on the Stock Exchange

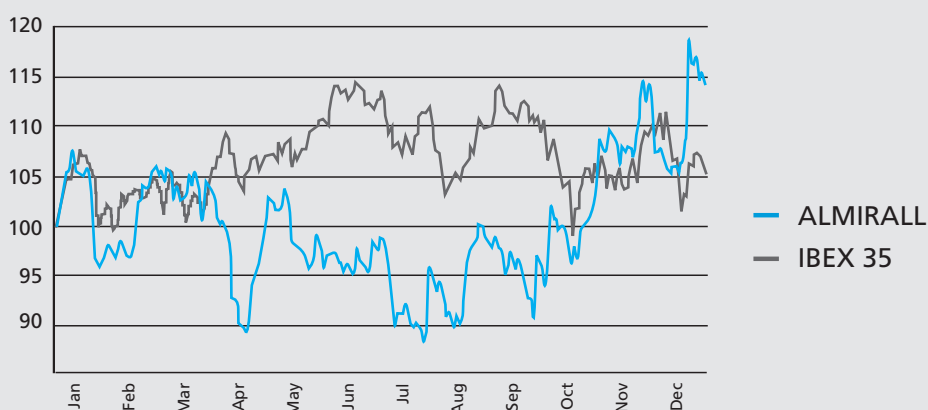
At the close of 2014, Almirall's share price was quoted at € 13.75, which translates into a 16.13 % revaluation over the period. The approval of the LAMA/LABA combination (Duaklir®) in Europe, numerous product launches, the acquisition of Aqua Pharmaceuticals and the strategic transaction with AstraZeneca regarding Almirall's Respiratory franchise were just some of the factors that drove the excellent performance of the share price, which significantly outperformed the IBEX 35.

The healthcare sector was a weaker sector at the start of 2014. However various mergers, acquisitions and the launch of new products catapulted the industry into the limelight as the year progressed, when it became the sector with the strongest international growth.

Germany's DAX Xetra increased in value by 2.65 %, and France's CAC-40 and the UK's FTSE 100 both saw a decrease in value of -0.54 % and of -2.71 %, respectively, over 2014. Although it was a weak year across many markets overall, with geopolitical uncertainties influencing stocks, there was considerable movement during the year on the markets.

Almirall's share price varied during the year but experienced an overall increase (up by 16.13 %), especially after the announcement of the strategic transaction with AstraZeneca in Q3 2014, outperforming all key market indexes. Both the approval of the aclidinium and formoterol combination in Europe and the good performance of our US Affiliate (Aqua Pharmaceuticals) throughout 2014 were fundamental factors in the revaluation of the share price compared with 2013.

Comparison of Almirall share prices vs the IBEX-35 2014 (Base 100)



Source: Bloomberg

## Capitalization, volume and prices

Almirall closed 2014 with a share price of € 13.75, which translates into a 16.3 % increase over the year.

As a result, Almirall's market capitalization in 2014 totaled € 2,378,077,900.

In 2014, the highest price at the close of trading for an Almirall share was € 14.37, which was recorded on 19 December, whilst the lowest recorded price was € 10.61 on 28 July.

As far as trading volumes are concerned, the total volume in 2014 amounted to € 1,434,872,387.

Almirall share price in 2014: main indicators	
Year closing (euros)	13.75
Highest intraday level (euros)	14.98
Lowest intraday level (euros)	10.60
Annual volume (number of shares)	119,232,147
Average daily volume (number of shares)	465,870
Actual annual volume (euros)	1,434,872,387
Daily average volume (euros)	5,606,411
Trading days	256
Number of shares*	172,951,120

Source: Bloomberg

\*Source: CNMV

Performance of Almirall share prices on the stock exchange								
Month	Trading days	Closing price	Monthly variation (%)	Highest	Date	Lowest	Date	Daily average volume (shares)
January	23	11.84	0.00 %	12.99	10/01/2014	11.60	24/01/2014	914,211
February	20	12.74	8.98 %	12.77	26/02/2014	11.65	04/02/2014	607,039
March	21	12.39	-1.51 %	12.75	19/03/2014	11.97	24/03/2014	358,387
April	20	12.07	-0.66 %	12.15	01/04/2014	10.70	17/04/2014	700,493
May	21	11.86	-4.28 %	12.5	13/05/2014	11.51	26/05/2014	595,643
June	21	11.85	1.80 %	11.85	30/06/2014	11.44	27/06/2014	242,386
July	23	11.43	-2.72 %	11.91	03/07/2014	10.61	28/07/2014	372,260
August	21	11.38	-4.61 %	12.06	27/08/2014	10.78	13/08/2014	219,095
September	22	11.62	-2.11 %	11.92	04/09/2014	10.77	25/09/2014	278,872
October	23	13.10	14.11 %	31.10	31/10/2014	11.15	02/10/2014	413,180
November	20	13.88	6.70 %	13.88	28/11/2014	12.78	12/11/2014	537,806
December	21	13.75	5.77 %	14.37	19/12/2014	12.69	10/12/2014	351,071

Source: Bloomberg





## Share capital and dividends

Almirall began trading on the Spanish Stock Exchange on 20th June 2007. The 2014 AGM, given the context of reported losses at close of 2013 (due to restructuring costs that would enable it to boost future profits), agreed with the Board of Directors' proposal not to distribute dividends in that period. For the 2015 AGM, the Board of Directors has proposed to return to its policy of paying out dividends, aligned with the BD strategy. A gross dividend of 0.20 euros per share is anticipated pending approval at the Ordinary General Shareholders' Meeting in May.

An Extraordinary Shareholders' Meeting was called in March 2014 to discuss whether bonds or senior unsecured notes could be issued in addition to similar fixed income securities, and to authorize the company to guarantee the issue of fixed income securities by subsidiary companies.

On 19th March, a relevant event was announced to the authorities, reporting the successful completion of the setting of the price for a issue of senior notes for a nominal aggregate value of € 325 Million that will come up for maturity in 2021. The senior unsecured notes are intended for qualified institutional buyers only, pursuant to the Rule 144A of the United States Securities Act of 1993 as amended by the Securities Act, and for non-US nationals who do not live in the United States, pursuant to Regulation S of the Securities Act.

The senior unsecured notes will accrue a fixed rate of interest of 4.625 %, payable every six-month period. At the time this report was written, the deadline for the issue and disbursement of the senior notes was set for 27th March 2014, subject to compliance with the usual conditions precedent in this type of issuance.

According to Standard & Poor's and Moody's, the current credit rating for Almirall is:

Agency	Rating	Outlook
Standard & Poor's	BB-	Stable
Moody's	Ba3	Stable

The thinking behind the issue of these senior unsecured notes is to diversify and internationalize the Almirall group's sources of financing. The issuance will enable the company to pay off most of its current corporate bank loans, extend its debt maturity profile and increase its financial flexibility.

Finally, an Extraordinary Shareholders' Meeting was called in November 2014 to ratify/approve the AstraZeneca transaction. Effective on November 1st, the transaction to transfer to AstraZeneca the rights of Almirall's respiratory franchise was completed, after all closing conditions had been satisfied.

## Shareholders

According to the information in the official registries of the Spanish Securities Commission, the majority shareholders of Almirall S.A., whether direct or indirect, with a shareholding of over 3 % as of 31st December 2014, were as follows:

Name or company name of direct shareholders	Number of shares 31/12	Shareholding in Almirall (%)
Grupo Plafin S.A.	71,428,815	41.30 %
Todasa S.A.	43,831,004	25.34 %
Wellington Management Company LLP	7,555,409	4.37 %



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Headquarters, Barcelona



Production plant in Sant Andreu de la Barca, Barcelona