



To whom it may concern

Nycomed: a Takeda Company

Dear Sirs,

Takeda Pharmaceuticals International GmbH, headquartered in Zurich, is a wholly owned subsidiary of Takeda Pharmaceutical Company Limited.

As the largest pharmaceutical company in Japan and a leader in the global industry, Takeda's mission is to strive toward better health for patients worldwide through leading innovation in medicine. It has a commercial presence in around 70 countries, with particular strength in Asia, North America, Europe and fast-growing emerging markets including Latin America, Russia-CIS and China.

Takeda is ranked 12th by global Rx sales, 14th in the BRIC countries and 18th in Europe. Areas of focus include cardiovascular and metabolic diseases, immunology and respiratory diseases, oncology and central nervous system diseases, among others. Through the integration of Millennium Pharmaceuticals and Nycomed, Takeda has been transforming itself, broadening its therapeutic expertise and geographic outreach.

Takeda was one of the first major international companies to have invested in high quality pharmaceutical manufacturing in Russia, demonstrating its long-term commitment to the market. The project started in September 2008 with the search of a suitable land plot which finally was bought in September 2009 in Yaroslavl. The real challenge however was to find suitable partners with the necessary expertise in Design and Engineering and Construction in Russia which would both meet the highest GMP Standards and the stringent Russian Legislation Requirements, a full understanding of the procedures and approval requirements of the various (State) bodies both at Federal and Regional Level and with a demonstrated successful track record in Russia.

After a long qualification Process we have selected PharmaGroup to take the lead in a Full Design and Engineering Process from Basic Design to approval from State Expertise and obtaining the Building Permit and further through the same process selected them as General Contractor to build our Turn Key State-of-the-Art Factory, including State Commissioning and Qualification. Throughout the full duration of this complex project PharmaGroup has proven to be the right choice, by demonstrating a high degree of flexibility to multiple required operational changes by us during the detailed engineering phase whilst the facility was under construction and keeping the agreed timetable, quality and budget requirements. Further, the executive management of PharmaGroup stays constantly on top of the project with hands on management and execution which has been a key success factor in fast decision making. To demonstrate the success of the project, it was granted a Global Takeda Award in 2012 as one of the most successful project of Takeda worldwide. Therefore I have no hesitation to recommend PharmaGroup should one decide to build a Greenfield or amend a Brownfield factory in Russia

- The total investments in the production plant of the total area of 24 000 square meters have reached €75 million. The plant was technical qualified operational in the last quarter of 2012 and is expected to be fully commercially operational in 2014, supplying high quality tablet and sterile liquid products to the market



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• The plant, which is approximately 280 kilometers from Moscow, was constructed on time and on budget to local and international GMP standards and adheres to the latest safety and environmental standards. It will have the initial capacity to manufacture 90 million sterile ampoules and more than 2 billion tablets per year. Liquid sterile production includes solution preparation, washing of ampoules, sterilization, filling, inspection, and packaging. Solid production will encompass all stages, from weighing, mixing and granulation through compression, coating, and packaging.

If you would have further questions please feel free to contact me

A handwritten signature in blue ink, which appears to read 'C. Matthys', is written over a horizontal line.

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