"PPTA Honors Three Outstanding Individuals Who Led the Industry to its Current High Level of Credibility"

Peter Turner
2004 - 2007
Chairman,
Global Board of Directors

Joe Rosen
1997 - 2007
Chairman,
Source Board of Directors

Jean Marie Vlasembrouck
2003 - 2007
Chairman,
Global Management Committee
A special thanks for this edition to Rose Noyes who used her talent and skills to make unique drawings of the honorees.
A Personal Message from the President

This special edition of The Source is devoted to three very special people, who are guiding forces in the plasma protein industry. As chairmen of various divisions in the Association, in providing lifesaving therapies to many patients around the world. He spent several years working in Bern, Switzerland and is currently located in King of Prussia, Pennsylvania as the CEO of CSL Behring.

It is always a pleasure working with Peter...an honest and fair straight shooter with high ethical principles. On occasion, however, he could bend the rules just a little. One day Peter and I were in Japan and we had to show our ID when entering the Embassy of a "Big" country. Peter searched his pockets for his and discovered he had nothing that would be acceptable to the guards. I happened to have two driver licenses, one issued in The Netherlands and one in the USA. Noting our very close physical resemblance, I handed him the Dutch license and we were cleared through security without any problem.

"an honest and fair straight shooter with high ethical principles"

their leadership will leave a lasting mark on this industry. Their policies and guidelines fostered growth and enhanced favorable public opinion. Because of their efforts, the industry is today known for its high level of capability and credibility. All terms will be completed at the end of this year. We at PPTA would like to recognize their considerable contributions in the following pages.

Peter Turner is currently serving his fourth year as Chairman of the PPTA Global Board of Directors. Peter recently celebrated his 40th anniversary with CSL Behring and tapped his considerable experience and global vision to help enhance public perception of plasma therapies. He excelled at highlighting the value of our industry and its special role

Jean Marie Vlassembrouck has been the Chairman of the Global Management Committee since 2003. Jean Marie has always had a strong interest in opening markets and the removal of artificial barriers to trade. His efforts in different geo-political areas of the world contributed to loosening trade restrictions and opening markets for companies. He was always very engaged in maintaining reciprocal relationships with many patient groups in the world and never forgot why this industry had to fulfill its important role in saving lives.

I will never forget Jean Marie's first visit to China with me in 2005. After a long flight, I thought it was time for some fun. After deplaning I informed him that any person who
visited China for the first time had to undergo a thorough medical screening after passing the immigration officer. I told him that there would be signs to indicate the area where the examination would take place. In the immigration area, Jean Marie became more and more quiet. He became visibly agitated and nervous as we waited and started to ask questions about how the examination would take place - would they be public, must a person take off their clothes? Finally I could not fool him any more and started laughing. After two years, I can still see in my mind's eye the expression on his face when he realized that he was the victim of a practical joke...

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Joe Rosen has served as the Chairman of the PPTA Source Board of Directors since 1997. Prior to that, he served as the American Blood Resources Association’s Treasurer for many years. Joe’s shadow of influence in the industry is long as befits a professional with his tenure. He is widely known as an expert of high caliber. Joe has always been a strong supporter of the Association and never failed to offer good insight and advice. His knowledge and memory of the plasma collection industry is legendary. He understands the dynamics of this industry as nobody else.

Joe does not want to be reminded of the following anecdote, but since I was the victim, I feel free to write about it. A few years ago, Joe and I were playing golf with Pete O’Malley and Ed Gdula in Miami, at the Doral Resort. Joe was driving the cart. It was hot and I needed a drink. I had just lifted my Diet Coke to my mouth when Joe started to drive away and the Coke splashed me in the face. I bent forward, exactly at the same moment when Joe saw the Coke spill and decided to stomp on the brake. I catapulted out of the cart and flew through the air. I landed on the ground on top of my stash of golf balls hidden in my right pocket. Needless to say, I have painful but funny memories of my golfing experience with Joe. By the way, Joe and I won and Pete and Ed are still looking for a rematch........

It has been a pleasure to work with all three of these excellent industry representatives and I am pleased that all will continue to represent their companies in the divisions that they currently chair. Their expertise and leadership will not be lost and that is a good thing for the industry.

Peter, Jean Marie and Joe - It has been a pleasure working with you. Please accept my sincere thanks for your singular contributions and your expertise. I feel honored that I can call all of you true friends.
Peter Turner, Profile of a Leader

I met Peter Turner ten years ago when he and I attended an American Blood Resources Association (ABRA) Leadership conference in Scottsdale, Arizona. I remember this first meeting with Peter because of an unfortunate but amusing event that happened to him.

For the after hours social program, participants could choose from among several activities highlighting the local area. Peter chose to ascend in a colorful hot air balloon for a flight over the desert terrain. Let me digress for just a moment. The thrill of balloon flight is the unobstructed view of the spectacular scenery from an eagle's vantage point. Just as thrilling but less comforting is the tiny size of the balloon gondola and the transition of human beings from the ground to hundreds, sometimes thousands of feet above the earth. Each passenger places great trust in the abilities of the pilot at the controls.

Now, back to our story. As sometimes occurs during adrenaline-laced activities something went wrong. During the descent and landing, the pilot misjudged either the gondola's proximity to the ground or the balloon's rate of descent. In either case, the basket impacted the earth and was then tipped over and dragged over the rough desert surface by the still inflated balloon. Peter clung to the basket's interior with the other terrified occupants as they bounced and scraped across rocks and cactus. Luckily, he was just bruised and scratched. Asked if he wanted to try an ascent a second time, he declined.

Peter’s career has been long and successful. He has over 40 years of service in this industry. A short chronology follows:

- 1967: Started at CSL as a cadet biochemist
- 1970: Worked in viral vaccine production
- 1983 – 1985: Production Manager
- 1996 – 2000: General Manager CSL Bioplasma
- 2000 – 2004: CEO and President ZLB Bioplasma AG and ZLB Bioplasma Inc
- 2004 – Today: President of CSL Behring

I must say that anyone who reads the above information will immediately see the obvious dedication, hard work, and professionalism required for such an impressive resume. Peter’s work ethic and stellar credentials were tremendous assets when Peter accepted a seat on the Global Board of Directors of PPTA in 2001. It was during CSL's acquisition of ZLB Bioplasma in Erm, Austria that Peter joined the Board and became an immediate pivotal presence as a very active and engaged member. Shortly afterward he was asked to step up and serve as Treasurer. Those of you who know Peter well understand how keen he is on budget management and cost control. He did not want to compromise his ability to practice responsible financial oversight and queried the Association's financial auditors to ensure that ethical accounting practices at PPTA prevailed. Only then did he accept the position.

This frugality extended to company dinner engagements. During one of my visits to Tokyo I had a dinner with Peter and one of his colleagues. Because of the requirement for
a quiet venue for this important meeting, I cancelled the busy eatery initially booked in favor of an exclusive but quieter French restaurant in the Okura Hotel. This restaurant was and is known for its exquisite food and proportionally high prices. That evening I had to leave early because of a conference call. Because CSL requested the meeting, I left the dinner bill with Peter when I left. He almost fainted and never loses an opportunity to remind me of my "special" choice of restaurant.

In 2004, Peter became Chairman of the Global Board of PPTA. Since 1992, every Chairman has served for two years. Because of Peter's dynamic leadership he has served as Chairman for four years. He carried out his duties even while he jockeyed the acquisition and integration of Aventis Behring. Perhaps his Aussie background explains his "don't complain or make excuses, just get the job done" attitude.

One aspect of this industry that Peter emphasized again and again was the recurring need for active public relations by manufacturers to educate stakeholders and most importantly end users and policy makers about the real value of our companies' therapies. In addition, he understood immediately that the most important issue for the Association was to work in concert with the patients to improve access to care.

On a professional level, Peter is easy to work with. Just as strategic players on a soccer team maneuver with unconscious synchronization to score the winning goal, so do Peter and I work together to achieve industry goals. He gives his co-workers freedom to operate but is available to discuss technical and political issues, or just to be a sounding board. I remember a situation involving the Australian authorities where a review committee was formed to scrutinize their manufacturing agreement with the local fractionator. The committee sent two identical letters to PPTA and to Peter Turner. Because of his company's position as a fractionator in Australia, Peter felt any response from CSL could be seen as biased to the committee. He asked me to reply as a spokesman for the industry and gave me carte blanche to dictate a response consistent with the best interests of the industry. I appreciate Peter's trust in me. I value his good judgment and I applaud his ethical stance on every issue.

Over the years Peter has used his Aussie Charisma to energize those around him. He made Association staff feel they were valued members of a successful team. He found time to chat with individuals about relevant matters or just to say "hello." He also scheduled time whether he was in Brussels or Annapolis to brief the entire staff when important issues arose. Peter served as a role model, a mentor, and a motivator.

We at PPTA salute you, Peter Turner, and applaud you for a job well done!

- By Jan M. Bult, President, PPTA
Tributes to Peter Turner

“Though Peter has to defend his company’s interests, as Chairman of PPTA he looked at industry interests, with a fair and balanced approach and allowed every company to have a say at meetings. And once decisions are made, Peter never fails to move forward rapidly to adopt them efficiently and effectively. He is a man who is very sensitive to all cultures and understanding of our unique differences – in this way, he is a good Aussie – and he is someone I have enjoyed working with very much and hope to continue working with well into the future.”
- Gregor Schulz, CEO, Biostest

“During his distinguished tenure as Chairman, Peter has provided strong, consistent leadership for the PPTA Global Board of Directors. His relentless energy was keenly focused on the issues providing the greatest long-term stability and growth for the industry. I like to point to the three main initiatives he led as his major accomplishments:

• Ensuring long-term patient access and adequate reimbursement for our therapies in North America
• Advocating for open access for PPTA members in key developing markets
• Increasing IgG utilization in key EU markets

Peter has actively supported the expansion of dedicated PPTA resources to enhance advocacy with lawmakers and policymakers in the U.S. With the emergence of the IgG patient access issue in late 2004, Peter took an active role in building the industry’s position, in close collaboration with other board members, to bring our message to governmental decision makers. Also, realizing that our industry relies on the support of both providers and patients, he has continued to build strong relationships with patient advocacy groups.

Peter’s global business perspective has made him a champion of opening markets for our members’ products. To that end, he has been a staunch supporter of the PPTA’s efforts to open key developing markets to plasma therapies. He personally made trips to meet with government regulators in these markets to make the case for open access to the PPTA members’ products.

Finally, his eye toward the long-term growth of our industry leads him to encourage the efforts to understand why utilization of IgG is relatively low in some European markets when compared to North America. As a result, he has pushed the PPTA staff and members to make this a primary initiative of the association.

We are fortunate to have been guided by Peter during a challenging phase of our industry’s lifecycle. His focus on the long-term health of our industry has provided a solid foundation for our future growth. His dedication and support for PPTA initiatives has positioned the association to provide leadership to the plasma community for many years into the future.”
- Alberto Martinez, CEO, Telecirs

“On behalf of the entire Baxter team, I want to express our appreciation for your outstanding leadership of PPTA over the last four years.

Reflecting on these past four years, we have seen many changes in the challenges facing our industry – from governmental concerns regarding healthcare cost containment to expanding the geographical reach of where our therapies are made available, to name just a few. Under your leadership, our PPTA organization has kept its focus where it should be - on the patients who benefit from these life-saving and life-sustaining therapies.

One of the important legacies of your leadership is the focus that has been placed on “market access”, a key priority for patients, physicians and the industry. Thank you again for your leadership.”
Sincerely,
- Lawrence P. Guineen, President, Baxter BioScience

“During my tenure on the PPTA Global Board I have only known one Chairman, Mr. Peter Turner, so it is not possible for me to comment or to compare his leadership to past Chairmen. I can say that chairing an Industry trade group like PPTA is not an easy task; however, Peter has done so skillfully and professionally. As we all know when Industry leaders meet in such an environment many of the issues proposed or suggested are sometimes more in line with the interest of the member rather than that of the Industry. Having the ability to sort through these special interests and keeping the Board focused on meaningful productive industry issues is a skill that Peter clearly possesses.

On behalf of Grifols we thank Peter for his contributions and long tenure as Chairman of the PPTA Global Board.”
- Gregory Rich, President & CEO, Grifols

“Peter Turner leads by example with an unparalleled commitment to the patient community. He continually makes contributions by remaining passionate about improving the quality of patients’ lives on a daily basis. As a result, CS. Behring continues to be an outstanding corporate citizen.”
- Marcia Boyle, President and Co-Founder, Immune Deficiency Foundation

“A fundamental reason Peter has been such a remarkable leader comes from the time he has devoted to working directly with patients, learning about our global community and understanding the needs. Under his leadership we have always been welcomed as partners. Patients around the globe have benefited greatly from his caring and inclusive style.”
- Mark Skinner, President, World Hemophilia Foundation

“Peter Turner of CSL Behring has been for many years a world leader in serving patients with Primary Immunodeficiencies. His leadership at ZLB managing the merger with Aventis-Behring, and subsequently at CSL Behring, was all done while providing continuity and quality and excellence for the patient community. He has been a visionary in bringing SubQ delivery for patients in the United States and in other parts of the world. Peter has provided a steady hand through issues relating to patient access to care, reimbursement, and supply of IgG. The Jeffrey Modell Foundation looks forward to continuing ongoing activity with Peter Turner in his role at CSL Behring and at PPTA.”
- Fred Modell, Co-Founder, Jeffrey Modell Foundation

“I remember when Peter was first introduced to the plasma user community at a meeting that he convened at KOP, it was a breath of fresh air with his Aussie charm and wit and his direct and sometimes blunt open dialogue. We’ve always known exactly where he stands and where Peter stands, CSL Behring stands. He’s put together a very effective senior management team that has turned that business around and we know he’ll be missed at the PPTA.”
- John Walsh, President, CEO and Co-Founder of the Alpha-1 Foundation
Throughout the years, the different Chairmen delivered critical messages on behalf of the industry. The next pages are a short summary of key messages that were delivered consistently.

**Plasma Collection**

**Total Collections USA 2002 - 2006**

**EPCC plasma collection data in liters 2005 - 2006**

2005: 930'233 liters  
2006: 1'144'273 liters (+23%)
Plasma Economics

- 40-45% of total costs of plasma therapeutics are raw materials
- Raw materials make up only 10% of total costs of pharmaceuticals
- Plasma collection and testing costs over $100/liter
- Long lead times to produce
- Complex mfg. and regulatory requirements
- Small patient population

Plasma Industry Cost Base

- Overheads
- Fixed Costs
- R&D
- Marketing
- Direct Manufacturing
- Raw Materials

Pharmaceutical Industry Cost Base

- Overheads
- Fixed Costs
- R&D
- Marketing
- Direct Manufacturing
- Raw Material

Sales per Liter and Cost of Plasma
Growing Demand

What has not changed is the growing demand for life-saving plasma products

- IVIG demand is growing globally driven by very strong growth in the U.S.
- Large albumin inventories of previous years have been run down
- Plasma derived Factor VIII is being used to treat inhibitor patients to a greater extent and demand for vWF is growing strongly
- Treatment of emphysema patients with AIPI deficiency has grown by 25% in the U.S. in the past two years

Opportunities to Improve Access Through Diagnosis and Treatment

- **Von Willebrand Disease**
  - ~30,000 unnecessary hysterectomies/yr¹
- **Alpha₁-Proteinase Inhibitor Deficiency**
  - Less than 10% of those predicted to have Alpha-1 have been diagnosed²
  - Average of three doctors and seven years from the time symptoms first appear before proper diagnosis²
- **Primary Immune Deficiency**
  - Average time from onset of symptoms to proper diagnosis is 9 years³
- **Hereditary Angioedema**
  - Many patients remain undiagnosed for years and may undergo unnecessary abdominal surgery⁴
- **Guillain-Barré Syndrome**
  - Cause and cure unknown. High-dose IVIG reported to shorten duration.²

¹ Source: National Hemophilia Foundation ² Source: Immune Deficiency Foundation ³ Source: Alpha-1 Foundation ⁴ Source: US Hereditary Angioedema Association ⁵ Source: Guillain-Barré Syndrome Foundation
IVIG is the Current Driver

IVIG usage is growing with improvements in clinical practice and the development of new clinical indications.

Source: MAB analysis (2002-2003), CSL Behring

2006 per capita g/1000

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Plasma Protein Therapies Are Different

Supply: Plasma Therapies – Different Than Pharmaceuticals

- Economics different
- Plasma protein therapeutics serve small patient populations for often chronic conditions
- Clinical trial/economic requirements can be prohibitive for small populations

The Plasma Therapeutics Industry should be treated differently to the Pharmaceutical Industry

- Plasma Therapeutics have a high level of Quality Assurance as they are high volume parental infusions
- The Direct Costs of manufacturing Plasma Therapeutics are much greater than Pharmaceuticals
- Product Margins are approximately half those of the Pharmaceutical Industry
- Plasma Therapeutics are not mass-marketed
- The high initial Investment Costs of the Pharmaceutical Industry are protected by Patents
- Plasma Therapeutics are sole-sourced (non-generic) products and should be re-imbursed accordingly
Value Chain 1

Reimbursement:
Affect Access, Choice and Innovation

Sales & Reimbursement Model

- Plasma Acquisition
- Testing
- Manufacturers
- Fractionation
- Distributors
- Providers
- Patients
- Payors

Securing Access, Choice, and Innovation — Value Proposition

- Health Care resources constrained worldwide and in plasma therapeutics
- Necessary to assure highest value obtained from investments of efforts and funds:
  - Industry
  - Distribution
  - Providers
  - Regulators
  - Patient advocacy groups
- Value measured by therapeutic benefits to patients and investors
Value Chain 2

**Industry Value-Adding**

- Industry’s mission is to supply patient needs.
- Therapies greatly improve or enable life.
- Increasing efficiency (plasma collections, production, inventory management, distribution arrangements, processes) – accomplishes mission more cost effectively and provides viability
- Innovating therapies
  - New products and delivery mechanisms
  - Product life extensions
  - Safety
- Must have stable economics to attract investment in innovation and supply
- Industry also maintains social responsibility programs to further access

**Distribution Value-Adding**

- Help to assure product available at point of service when needed
- Negative value-adding when speculative, hoarding and price escalation
- Industry making effort to assure supply and demand balance w/o this negative value activity (order assessment)
Do Not Forget . . .

Market Access/Reimbursement

Our goal is to advance a market access/reimbursement environment that:

- Promotes access for all of our patients
- Ensures adequate reimbursement for providers to provide care
- Ensures true provider and patient choice in therapies based on their value/patient needs
- Provides adequate reimbursement to product users to sustain appropriate treatment and supply of product

Examples that Do or Do Not Foster Supply and Innovation

- UK has had poor pricing and short-term contracts with bad results for consistent supply
- Japanese market is dampening competition, treatment and therefore innovation
- German Primary Immune Deficiency treatment lags due to both awareness and reimbursement
- U.S. is most “freely-traded” market
  - Most supply of IVIG
  - Drives innovation, both here and abroad
- Payors have major responsibility to assure access while seeking to assure prudent purchasing

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Future of the Industry

Future of Our Industry:
Innovate and Educate or Become Less Relevant

- Develop specialty therapies for rare diseases
  - Improves patient care as well as industry economics
- Pursue innovative life cycle extension
- Strengthen awareness of rare diseases and treatment options in medical communities
  - Do more to demonstrate the clinical value of therapies
  - Increase diagnosis and treatment

5 Key Attributes for the Industry to be Successful

- Broad portfolio of high quality products
- Continued manufacturing innovation
- Ability to balance market demands and outputs
- R&D pipeline yielding new and improved products
- A global effort focused on continued education and understanding
Joseph Rosen, Forty Years of Leadership

Imagine someone who has been a leader within their company and the industry for nearly 40 years, always maintaining the support and respect of peers, colleagues, employees and competitors. For nearly his entire working life, Joe Rosen has done just that. The first thing you recognize when you meet Joe is his ability to listen patiently, understand all sides of an issue and then diplomatically lead everyone to a consensus conclusion, sometimes to the detriment of his own best interests. It is this unselfish quality that has been the cornerstone to the consistent support of his employees, investors, peers, competitors and colleagues during his career in the plasma protein therapeutics industry.

Joe has successfully guided his own company through 40 years of partner changes, acquisitions, expansion, diversification, multiple business cycles and continued expansion, while simultaneously serving on the Board of Directors of PPTA Source and its predecessor organization, the American Blood Resources Association (ABRA) for over 30 years.

Beginning as a partner in Sera-Tec Biologicals in 1969, Joe was able to lead the company through nearly 40 years of significant change in the industry and growth. During his tenure, Sera-Tec has been able to repeatedly respond to up and down business cycles and meet shifting demand for its products while continually growing and expanding its scope of services and operations. In 1971, Rite Aid Corporation purchased Sera-Tec Biologicals and immediately enlisted Joe’s talents as a manager and leader to grow the company to one of the largest independent collectors of plasma by the late 1970’s. Through the 1980’s, Joe continued to lead Sera-Tec as a unit of Rite Aid through multiple corporate restructurings and expansions ultimately being named President in 1986.

In 1994, Joe led the company through a private investor purchase from Rite Aid and continued as its President until 2001. At that time, Baxter purchased Sera-Tec Biologicals’ 80 plasma centers and their testing laboratory, merging them with their 31 Community BioResources plasma centers that were previously acquired in 1997. This formed BioLife Plasma Services and Joe was named Director of Business Development and Planning.

Surviving through these corporate changes would be a credit to anyone’s leadership skills, but never one to sit idly by, Joe also served at this time on the Board of Directors’ of ImmuCor beginning in 1982, and was named Chairman of the Board in 2005.

Concurrently, Joe has served the industry as a tireless leader since the early 1970’s beginning with his service on the Board of Directors of the American Blood Resources Association. He became the Treasurer from 1981 to 1995 and Chairman of the Board from 1997 through its transition to PPTA Source, and continued as chairman of that organization. During his tenure as a member of the industry association’s Board of Directors, he played a key leadership role in the development of consensus, providing a vision of the future and guiding the industry through multiple challenges and changes.

Almost from the time Joe entered the field of plasma collection, the Association, originally ABRA and now PPTA, found itself continually challenged with issues that could easily have overwhelmed it. Joe’s role on the Board was often that of consensus builder, again often to the exclusion of his or his company’s own interests. Through the 1970’s he played a key role in steering the industry and the Association through the introduction of federal regulations, inspections and licensure. It was during this timeframe that the Association established the Plasma Protein Forum program, training workshops for plasma center managers and Plasma Quarterly magazine (currently known as The Source).

Joe’s presence on the Association’s Board of Directors remained a key component through the 1980’s as the industry continued to experience significant challenges in the form of AIDS and HIV and an increasingly aggressive and complex regulatory environment. In 1980, ABRA organized the first
industry liaison meeting with the U.S. Food and Drug Administration, a practice which has been carried on ever since. In 1983, ABRA’s Board took the bold and controversial leadership position of publishing recommendations for the deferral of donors at a high risk of transmitting AIDS.

This leading edge position was the beginning of the Board of Directors’ ongoing development of recommendations, positions and guidelines to guide the industry through emerging challenges.

From 1983 to 1999 the Association’s Board of Directors’ issued an excess of 12 guidelines and recommendations on issues including donor screening for AIDS/HIV, HIV testing, Hepatitis C Virus testing, waste management, infection control, shipment of biological samples, laboratory standards, training of plasma center staff, product withdraw and precautionary measures for Creutzfeldt-Jakob Disease and current Good Manufacturing Practice (cGMP) training.

And, of course, any discussion of Joe’s leadership and visionary skills would be incomplete if it failed to mention the pivotal role he played in the development, consensus for and implementation of the Quality Plasma Program (currently known as the International Quality Plasma Program or IQPP) in 1991 and continued improvements to it, such as the addition of the National Donor Deferral Registry and donor viral marker rate standards.

Joe’s leadership and visionary skills are probably the most significant factor that led to the success of Sera-Tec Biologicals since its inception in 1969. His role in the success of the entire plasma protein therapeutics industry are a result of his pivotal role in the leadership of ABRA and PPTA Source since the early 1970’s, and will never be fully appreciated.

He has had a positive and lasting affect on thousands of people’s careers and patients lives around the world, and it is for these reasons that we honor him.

- James P. Reilly, Former President of the American Blood Resources Association

"Joe has successfully guided his own company through 40 years of partner changes"
Tributes to Joe Rosen

"As a leader in our industry, Joe Rosen has always been a visionary who has been instrumental in shaping our business worldwide. As Chairman for the PPTA Source Division, he has led the Board with the utmost integrity, always challenging to ensure sound decisions representing the overall membership.

Joe is not afraid to suggest novel and innovative solutions to problems. One of his greatest assets is his ability to articulate issues in a non-inflammatory manner that can be grasped by both sides in a disagreement. At the most stressful times, his clever sense of humor lightens the moment and reduces the tension.

He leaves a legacy; his leadership will be sorely missed."

- Ileana Carlisle, Nabi

"A few weeks after I found myself running ZLB Plasma in May 2002, I attended my first PPTA Plasma Forum in DC. Judy Smith made sure that the first person she introduced me to was Joe Rosen which has proven to be a wise choice by Judy as Joe knows absolutely everyone in the industry. Joe welcomed me with a grin and some self-easing comments which I have since discovered were completely untrue.

In the last five years, I have had many many dealings with Joe. Sometimes he was buying, sometimes he was selling. Sometimes he was the Chairman of the Source Board. Sometimes it was over a late night beer in a smoke-filled bar. Sometimes we agreed, sometimes not. In five years, we've seen bad times and good.

In every instance, Joe has shown himself to be a man of complete integrity, a strong advocate for his company and a compassionate and thoughtful human being. His experience, wisdom and total commitment to our industry has carried the Source Board through a period of tumultuous change, with Joe's sense of humour quickly defusing the occasional tense moment. I would like to thank Joe for his tremendous contribution over many years. I look forward to many more years of working with Joe to help our industry respond to the needs of our customers and the patients they serve."

- Gordon Naylor, Plasma ZLB

"I've known Joe Rosen for many years and will retain the fondest of memories. There were moments, however, when sitting across the table from Joe, he for SeraTec and me representing Bayer that I will remember but not among those fondest moments. As he and I worked through contractual cost/liter negotiations, I learned that Joe will negotiate for long, long, long periods of time over a few pennies/liter. He was always very tenacious and thoughtful and worked really hard for every nickel. I had to be on my toes and prepared.

I learned a lot from Joe during those sessions not the least of which was that he always wanted everyone to come out a winner with a feeling that we had done a good job for both parties and had been fair in our process and decisions.

I've observed that Joe uses the same approach with his leadership of the PPTA Source Board, always being very fair minded and representing all membership.

I hope to know as much about this business as Joe has forgotten. He continues to set a wonderful example of the way we should all work and represent ourselves and our companies."

- Betty Van Zant, Tolecris

"Knowing Joe for 30 years has in itself been a great pleasure for me. As Chairman, his leadership and devotion has been an inspiration for the entire PPTA community."

- Marty Silver, DCI Biologicals

"As a chairman, Joe impressed with his sense for fairness and equilibrium. He always looked at the bigger picture with much common sense, and he strived to lead each discussion into a productive direction. As a human, Joe leaves a mark in being professional, polite and appreciative of the concerns and opinions of his fellow beings. A true pleasure to work with!"

- Barbara Glantschnig, Octapharma

"We will miss you very, very much. Not only that we will miss the expert with the highest knowledge of the entire plasma scene who, like ro other person in the last decade, has
formed and managed the world of the plasma business practically but also, even more important, ethically as entrepreneur and as the Chairman of the Source Board of PPTA.

We will also miss a friend who knew how to help if necessary, who could be sought for advise, and who could always give open-minded someone a piece of advise.

We want to say thank you to you for the extraordinary work you have done for the plasma industry and for your never slackening activity which has helped to bring this industry to the high standards of today.

We hope that after your retirement from the chair of the Source Board a restful life with your family is waiting but that you will keep your creative power to do other things."

- Manfred Konrad, Biotest

"Joe did an excellent job as the chairman of the Source Board. I appreciated his way of structuring the meetings and the way he involved everyone in the discussion. I was especially impressed by the way he listened to everyone and how he considered everybody's arguments in the decision making process."

- Michaela Rethwilm, Haema AG

"Joe Rosen is well respected and famous in the European plasma industry as the pioneer of establishing large scale plasma collection centers. I came to know him personally some years ago when joining PPTA's Source Board of Directors. I found that Joe is a comprehensively competent chairman, with profound knowledge of all aspects of our industry. Joe is extremely talented to lead discussions smoothly, but target-focused, and to convincingly bring a board to come to decisions.

Joe, it was a great honor for me to work under your chairmanship; we owe you really a lot."

- Rudolf Meixner, Humanplasma

"Joe Rosen has a sincere devotion to improving the quality and safety of therapies derived from source plasma. He is one of the most experienced people around when it comes to understanding the complexities association with the collection of plasma and is also one of the most genuine people you will ever come in contact with."

- Marcia Boyle, President and Co-Founder, Immune Deficiency Foundation
Jean-Marie Vlassembrouck:
Taking Global Affairs to a New Level

"Global Industry Affairs... what kind of a responsibility is that?" I remember Jean-Marie asking this question nearly 10 years ago when this new task fell to him at the end of the last century. Since then he has written the book on the subject.

No part of the world has been safe from his “ meddling”. No cosy relationship left unchallenged, no tradition unchanged. Woe betides the country that thinks itself very clever in concocting legislation to protect a national interest for the sake of it. Like Margaret Thatcher, Jean-Marie can be extraordinarily patient, provided he gets his way in the end.

Proud to be a “sherpa”*

Jean-Marie has chaired the industry’s Global Management Committee for several years. The GMC’s main task has been to ensure that the decisions and priorities of the PPTA’s Board of Directors are fully implemented and that they are aligned and consistently implemented – PPTA’s sherpas. But his tasks have not all been such fun!

Before moving on to the real thing, Jean-Marie cut his association teeth as Chairman of the European Confederation of Medical Devices Manufacturers Association – EUcomed. One of EUcomed’s accomplishments under his chairmanship was to propose and implement a European Directive (Law) for medical devices. This was ground breaking legislation that defined the legal and regulatory framework within which the medical devices industry was able to grow and prosper and which provided a level playing field within which manufacturers can compete on equal terms.

However, little of this was able to prepare Jean Marie for what awaited him in the plasma protein business which for him started in the late 1980s, when he arrived at Baxter from 3M to take on the Governmental Affairs brief for Western Europe.

Baxter became more active in its trade association activities when it acquired Immuno in 1996. During this time Jean-Marie quickly recognized the important role that the plasma industry association could play in delivering the business needs of its member companies. Starting with the International Plasma Products Industry Association, later the European Association of the Plasma Products Industry Association and today the latest phase, the PPTA, Jean-Marie readily accepted the concept of industry issues as opposed to company ones. He recognized the need for compromise and flexibility in the pursuit of a broad industry consensus.

Jean-Marie can be relied on to talk straight – no sugar coating to protect your feelings. I won’t forget how he broke the news of his opinion on a proposal just presented to the GMC: “I disagree, that is a stupid idea, but please, don’t take that personally.” A typical human touch.

His presence in the Baxter office is recognized by those in the rest of the building, not with the assistance of the impressive electronic security and badgeging system but by Jean-Marie’s loud, growled “MARRI!” when summoning his long suffering and very loyal assistant. It would be wrong when considering the suffering of Jean Marie’s loyal team not to mention his assiduous, dogged and recently betrothed colleague Karl Günther Petrovsky.
Food

It would be wrong not to mention Jean-Marie's love of the good things in life. For him, life is about filling in the gaps between meals and he has accomplished this objective very successfully. Orson Welles' famously misquoted John F. Kennedy in a way that could have been written for Jean-Marie: "Ask not what you can do for your country. Ask what's for lunch."

Our spies inform us that his love of good food meant that Jean-Marie has been a stranger to the company cafeteria in Brussels! Visitors to his office are able to appreciate good coffee as his "love" of the of the company canteen drove him to purchase his own state-of-the-art coffee machine.

You are always safe when Jean-Marie is choosing the wine except if you are paying! Socrates even anticipated Jean-Marie's arrival when he noted: "Bad men live that they may eat and drink, whereas good men eat and drink that they may live." Jean Marie is a very good man!

A keen eye and appreciation for sartorial elegance is balanced with his disrespect for sloppiness and scruffiness. He also has strong views on the increasing girth of people who over consume these days.

Travel and hiking

Walking in exotic places has been a regular attraction for the Vlassenbrouck family. From Vietnam and Laos to Madagascar, West Africa and the Sahara fringe, the Vlassenbrouck footprint has left its mark globally. Your reporter understands that Jean-Marie even demonstrated his flexibility by forsaking his love of the good life and even eating in the "best" local restaurants which, sometimes meant eating among the rats and other local vermin.

Belgium is a country of pragmatists – the complex internal politics has made this a necessity. Jean-Marie Vlassenbrouck is the epitome of his own nationality: willing to bend and compromise, to negotiate without taking his eye off the big picture and long term objectives. The future starts today and it is better to start than to spend too much time finding out where and how to get going. This is the enduring legacy of Jean-Marie Vlassenbrouck.

"Ask not what you can do for your country. Ask what's for lunch"

* The term 'Sherpa' refers to Nepalese people, typically men, employed as porters or guides for mountaineering expeditions in the Himalayas - like Jean-Marie himself, they get the hard work done.

- Charles Waller, PPTA Vice President, Europe

Family

Above all Jean-Marie is most proud of his girls - Marilyn, Kathleen, Sophie and Charlotte and the family dog. Struggles when helping his daughters with their home work far outweigh the imposed challenges of his job!
Tributes to Jean-Marie Vlassembrouck

"I always felt Jean-Marie to be very committed to his task as Chairman of the GMC. He was always up to date with the issues, rendered a clear, balanced and independent opinion and he moreover, spend time to attend also Task Force-Meetings to give direction and input. Jean-Marie is valuable as Chairman and on equal terms as colleague, as he favors team approaches and compromises wherever possible. I will surely miss him as Chairman but look forward to see him at various other industry events in the future."
- Rainer Pabst, Biotest

"Jean-Marie has been a tireless advocate of the plasma industry and a dedicated chairman of the Global Management Committee for as long as I can remember. Jean-Marie’s global perspective and deep passion for the issues have made him a role model for me and others in the industry who aspire to contribute to the health of the industry and the patients it serves. Jean-Marie consistently challenges his industry colleagues and global health policy makers to do more. At the same time, he is very much a realist. He understands the long term commitment necessary to bring about change in a highly regulated industry and he does not shy away from the difficult job of advocating for change."
- Christopher Healey, Grifols

"Jean Marie has been an outstanding leader of the PPTA Global Management Committee. His honesty and integrity coupled with his direct and open management style has allowed him to gain the respect and admiration of his peers. He has consistently and firmly handled issues presented to him in his role as Chairman of the GMC; moreover, he has openly managed conflicts within the GMC using the adroit consensus building skills that are a hallmark of his leadership style.

Jean Marie walks with the air about him that leaves you with the impression that he likes and knows a lot about the finer things of life. Be it fine French wine, good Italian food or the best place to visit on the Mediterranean, you somehow know that he is an expert on all of these things. Indeed, you wish your own palette was as developed as his. Alas that is not the case and you realize that you can still go on enjoying life and all the good California merlot it can offer.

Finally, Jean Marie is a gentleman. Smooth, sophisticated and erudite, he exemplifies what you would expect to see in the dictionary definition of “European gentleman”. Knowledgeable about all that is important in life, he is the essence of class and good taste. He should give classes in advanced European elegance.

Jean Marie, my friend, you are one of a kind and we are all better for having worked with you over these many years."
- Bruce Bunyon, Talaris

"What really comes to mind when thinking of Jean Marie his passion for both his work and life beyond work. He cares deeply about accomplishing outcomes that help to advance our industry’s future and his passion helped drive others to care more and work harder to get things done. As he says – "no, blah, blah…. we need to do it". He cares about the quality of the work, like he cares very much about the quality of wine and food in the evening.

While he is very committed to his views on a subject, Jean Marie always wants to hear and consider what others have to say in his role as Chairman of the Global Management Committee. He has been an outstanding Chairman, helping to forge compromises across companies and between the Committee and staff, without ever compromising his strong beliefs and principles. It is to his credit that he could find the common interest, and not just think about parochial company interests. He also became a good friend through all of the things we worked on together, the good conversations, and the way he deals with people.

There is no question that the trade association and the industry are further ahead as a result of Jean Marie’s leadership. No industry association could ask for a more passionate, and effective, team leader."
- Dennis Jackman, CSL Behring

"Jean-Marie has a long history with PPTA Europe, PPTA North America, and PPTA Source. He has great knowledge of the plasma derivative industry that he has used successfully to inform politicians, physicians, patients and other stakehold-
ers about the complexities and idiosyncrasies of our industry. In his role as GMC chairman, he has helped with the development and implementation of strategies that have made the Association what it is today. Octapharma acknowledges the dedication, work and leadership shown by Jean-Marie as GMC chairman and wishes him well in all future endeavors.

- Flemming Nielsen, Octapharma

"Jean Marie has continually demonstrated compassion and understanding for patient’s concerns. The countless hours he has devoted to advancing care around the globe have moved us much closer to our vision of treatment for all. We are deeply grateful for the support and insight he has provided over his many years of service."

- Mark Skinner, President, World Hemophilia Foundation

"More than ten years ago, Jean Marie Vlasembrouck of Baxter recognized the advocacy work of the Jeffrey Modell Foundation and its impact on patients. Jean Marie initiated the very first JMF Diagnostic Centers in Paris and Stockholm, and supported the hypothesis that physician education and public awareness leads to greater diagnosis of patients with underlying PI Disease. Today, as a result of Jean Marie’s initiative, there are 35 Jeffrey Modell Diagnostic and Research Centers in 28 cities, 14 countries, and spanning 4 continents. Jean Marie Vlasembrouck has been a dynamic force for industry in the global PI community. He helped to establish the World Immune Deficiency Network (WIN) with JMF, and currently this program has awarded 52 grants to patient organizations all over the world. We look forward to continuing our work with Jean Marie in his role at Baxter and at PPTA."

- Fred Modell, Co-Founder, Jeffrey Modell Foundation