



ONDERSTEPOORT
BIOLOGICAL PRODUCTS

ANNUAL PERFORMANCE PLAN

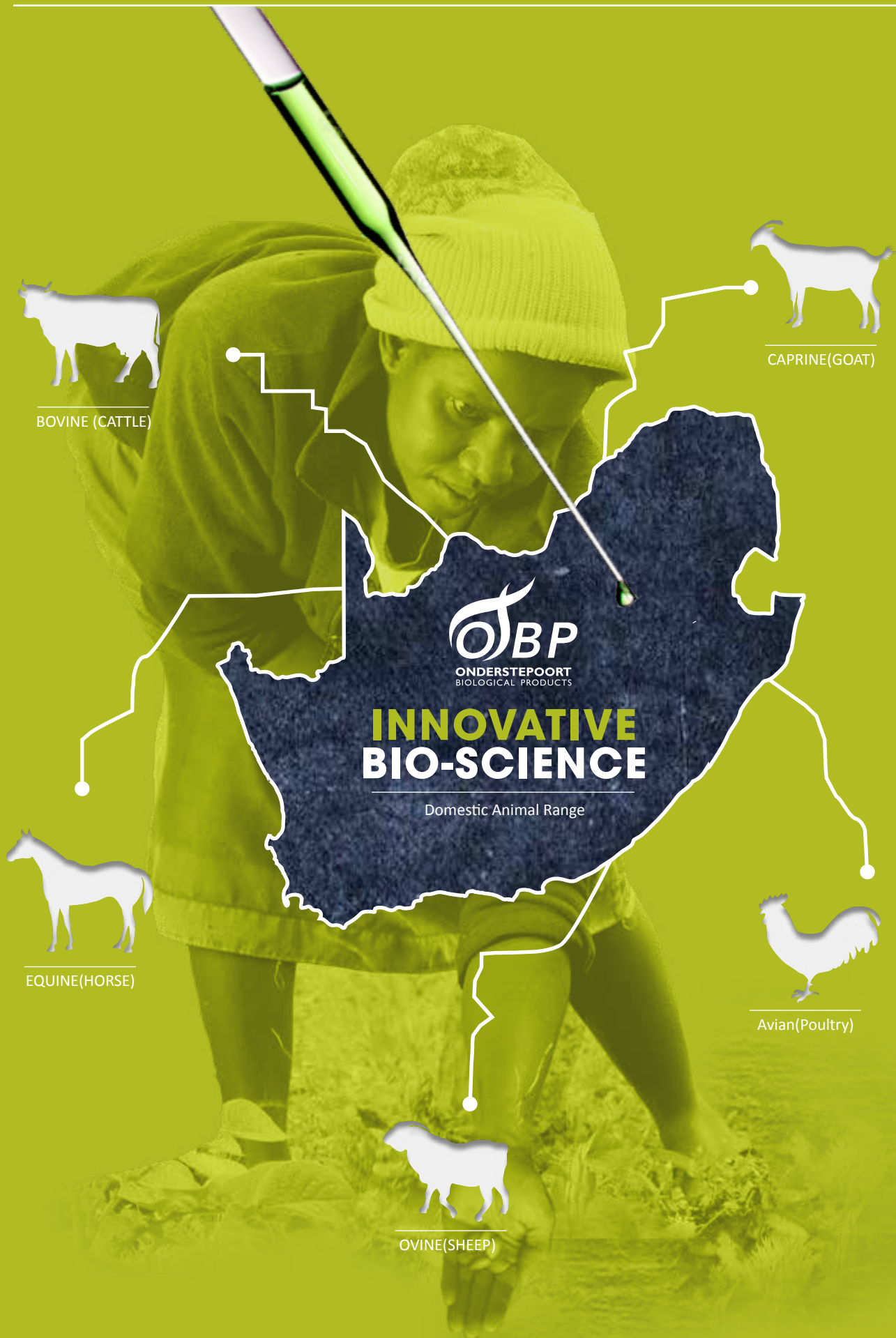
2021/2022



Onderstepoort Biological Products SOC Ltd

INNOVATIVE BIO-SCIENCE

ONDERSTEPOORT BIOLOGICAL PRODUCTS SOC LTD





21
22

ANNUAL PERFORMANCE PLAN







CONTENTS

6	Executive Authority Statement
7	Accounting Authority Statement
8	Accounting Officer Statement
10	Official Sign-Off
12	PART A: OUR MANDATE
12	Constitutional Mandate
12	Legislative Mandate
14	Policy Mandate
14	Institutional Strategies
15	PART B: OUR STRATEGIC FOCUS
16	Situational Analysis
21	Internal Environment Analysis
22	External Environment Analysis
24	One OBP Strategy
25	PART C: MEASURING OUR PERFORMANCE
33	Explanation of Planned Performance
34	Programme Resource Consideration
37	OBP FINANCIALS
39	Key Risk and Mitigation
40	Infrastructure Projects
41	PART D TECHNICAL INDICATOR DESCRIPTORS
59	Acronyms



EXECUTIVE AUTHORITY STATEMENT

Onderstepoort Biological Products SOC Ltd (OBP) is a developer and manufacturer of animal vaccines whose products are used locally, regionally and overseas. OBP provides solutions for animal health and a healthy national herd, contributing to ensuring food safety and security, the development of much-needed skills and the economic transformation of our country.

This corporate plan complies with the guidelines provided by National Treasury and the Department of Monitoring and Evaluation (DME). The Department of Agriculture, Land Reform and Rural Development (DALRRD) focuses on the seven National Priorities to achieve related outputs. OBP's plan has notable alignment with four of the seven national priorities, which are:

- *Economic transformation and job creation,*
- *Education, skills and health*
- *A capable, ethical and developmental state, and*
- *A better Africa and world.*

The world is in the middle of a COVID-19 pandemic which has required the development and installation of health protocols to protect employees, customers and stakeholders. COVID-19 has also impacted our business-as-usual scenario as human movement and transport of goods locally and internationally has been affected. In this regard, the plan seeks to ensure that OBP remains a going concern and is profitable with a focus on achieving a GMP status for maintenance of access to international markets.

The performance plan considers relevant policies, legislation and other mandates for which OBP is responsible. It also accurately reflects the strategic outcome-oriented goals and objectives which OBP will endeavour to achieve over the period 2021–2022.

I hereby endorse the Performance Plan developed by the Board of ONDERSTEPOORT BIOLOGICAL PRODUCTS SOC LTD, under the guidance of Ms R Kenosi, the Chairperson of the Board.



MRS A. T. DIDIZA MP

MINISTER: Agriculture, Land Reform and Rural Development



ACCOUNTING AUTHORITY STATEMENT

South Africa, a country famous for its diverse skills, cultures and vast intellectual pool has since its democratic dispensation utilised all these capabilities to overhaul its state-owned enterprises (SOE). There has been a measure of success in many and catastrophic failures in others, which have cost the country dearly. Most recent events in this sphere have resulted in SOEs being under regular scrutiny. T OBP, also an SOE, has been at the forefront of animal health for many years and, having managed to maintain its prominence, it can be counted amongst the success stories.

It is a great honour and privilege to be appointed as the new Board of OBP. With our diverse skill sets, we are reminded of and hereby affirm the contribution we will be making in providing strategic direction, influencing performance, enhancing inter-governmental relations and ensuring sound governance at OBP.

We assure the CEO, ExCo and all OBP employees that we will guide and support them in ensuring that OBP is financially sustainable, a world-class innovative manufacturer and distributor of animal health products as well as an employer of choice.

It is the view of this Board that the achievement of the OBP strategy is duly reliant on the alignment of the organisational structure and budgets. The Board will rely on the CEO together with management and staff to execute this strategy with PRIDE and to the best of their capabilities. This strategy will be the responsibility of each and every OBP official, from the “boiler room to the boardroom”. In addition, ensuring that the strategic goals and outcomes are aligned to that of the DALRRD, and ultimately that which the national agenda seeks to achieve.

We have no doubt the impact of this time of global economic crises and other uncertainties as a result of the COVID-19 pandemic will cast a wide shadow, including on OBP. The Board is however optimistic that it will be the resolve of the workforce, the effectiveness of the processes and systems, and good governance that will facilitate the successful navigation of the organisation during the challenging times.

The Board hereby presents the Corporate Plan and Annual Performance Plan of OBP and remains accountable in ensuring its efficient and effective implementation.

MS RENE KENOSI

Accounting Authority of Onderstepoort Biological Products SOC Ltd

ACCOUNTING OFFICER STATEMENT

OBP's focus during the 2020/21 period was, *inter alia*, to embark resolutely on the journey towards Good Manufacturing Practices (GMP) compliance and accreditation, including the building of a GMP facility. Progress on the facility was impacted on by the COVID-19 pandemic and related shutdown. Significant progress has been made regarding the upgrade and purchasing of new equipment for the existing facility. A clear roadmap, including troubleshooting some of the existing production processes, has been adopted and will be implemented.

To drive this process, OBP will continue to form new partnerships and focus on those that will have the greatest impact on our outcomes. Collaborations with other state institutions, universities and other international organisations to bring in new innovative ideas that will help OBP in its commercialisation still continue. One of the highlights of these relationships was an engagement with a preeminent global expert in bacterial combination vaccines. This is in addition to capturing our intellectual property and process mapping through the use of retired experts to reskill (or transfer skills to) the current staff through a special programme.

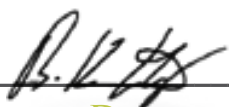
We have planned a complete organisational redesign to ensure that we have a ubiquitous business model, which is not only compliant, but also makes us Fourth Industrial Revolution (4IR) savvy, ensuring that we are aligned with a changing world. One of the key processes was a skills audit to ensure that we have the right people, doing the right job. The results of this survey will assist in reorganising our work force for maximum efficiency, and using remedial processes to upskill those that require it.

OBP is committed to ensuring that this Performance Plan will be achieved. I am therefore confident that, working in conjunction with our stakeholders, we will rise above any challenges that are presented to us during the 2021/2–2023/4 MTEF. The four strategic outcome-oriented goals for OBP during the period are:

- Financial growth and sustainability;
- Continuous improvement of business processes;
- Improved customer service; and
- Capable, ethical and developmental leadership.

I wish to express my gratitude to the Minister, the Deputy Minister, and members of the OBP Board, for their guidance and support, as well as the Director-General and officials of the DALRRD. I would also like to extend my appreciation to other agricultural SOE's, the ARC, PPECB, CSIR, and the Education fraternity, including the agribusiness community and farmers' organisations, for their contribution through direct and indirect participation and engagements.

Without a dedicated management team and staff, it would be impossible to bring this plan to life. Their commitment and dedication is truly humbling and it is an honour to serve with them, as we build OBP to be a world-class organisation.



DR BAPTISTE DUNGU

Accounting Officer of Onderstepoort Biological Products SOC Ltd



EQUINE(HORSE)

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of Onderstepoort Biological Products SOC Ltd under the guidance of the Department of Agriculture, Land Reform and Rural Development;
- takes into account all the relevant policies, legislation and other mandates for which Onderstepoort Biological Products SOC Ltd is responsible; and
- accurately reflects the impact and outcomes which Onderstepoort Biological Products SOC Ltd will endeavour to achieve over the period 2021/22.

Signature: 
MS LINDIWE MABENA
Manager in the Office of the CEO

Signature: 
MS LIZETTE JANSE VAN RENSBURG
Chief Operations Officer

Signature: 
DR JACOB MODUMO
Business Development Officer

Signature: 
DR BETHUEL NTHANGENI
Chief Scientific Officer

Signature: 
MS ELSPETH GOVENDER
Chief Financial Officer

Signature: 
DR BAPTISTE K DUNGU
Accounting Officer



Signature: 
MS RENE KENOSI
Accounting Authority

Approved by: 
MRS THOKO A DIDIZA, MP
Minister of Agriculture Land Reform and Rural Development



PART A: OUR MANDATE

Onderstepoort Biological Products SOC Ltd is a South African state-owned animal vaccine manufacturing company, whose mandate is to manufacture animal vaccines, with the aim of preventing and controlling animal diseases that impact food security, human health and livelihoods. The mandate is delivered through continued development of innovative products and efficient manufacturing, which ensures vaccine affordability and accessibility, through varied distribution channels.

As a National Key Point utility, OBP is expected to predict, preempt and provide security and availability of vaccines and related biologicals products, for use in the prevention, control, and management of animal diseases. This is the context of South Africa's food security needs while running as a profitable enterprise.

As a schedule 3B public entity, the company considers itself to have two national roles, namely:

Public good— to ensure that the government's responsibility in terms of food security and safety is met through the development, security, and availability of critical vaccine reserves; and

Private good— referring to the ability of the organisation to manufacture, distribute and sell vaccines for financial growth and sustainability.

1. Constitutional Mandate

The Bill of Rights in the Constitution sets out in Section 27 (b) that “everyone has the right to have access to sufficient food and water”. The role of OBP is supporting livestock production, which contributes to this absolute right.

2. Legislative Mandate

Onderstepoort Biological Products SOC Ltd is a state-owned company established by the Onderstepoort Biological Products Incorporation Act of 1999, and is responsible for the development, manufacturing, and distribution of animal vaccines. In pursuit of this mandate, OBP supplies vaccines and related biological products, within the country and beyond South Africa's borders. OBP is a schedule 3B public entity in terms of the Public Finance Management Act, No. 1 of 1999, and reports to the Minister of Agriculture, Land Reform and Rural Development (DALRRD). OBP is governed by the Onderstepoort Biological Products Act, No. 19 of 1999, read together with the Onderstepoort Biological Products Memorandum of Incorporation (MOI).

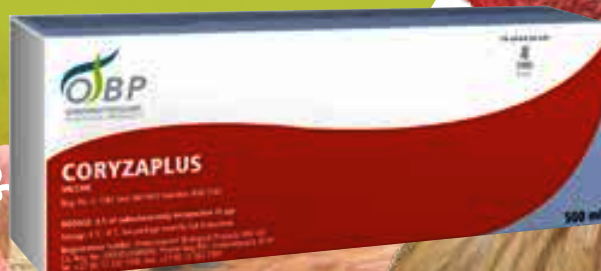


Other legislations and strategies applicable to OBP include:

- Intellectual Property Rights from Publicly Financed Research and Development Act, No. 51 of 2008
- Employment Equity Act, No. 55 of 1998
- Basic Conditions of Employment Act, No. 75 of 1997
- Skills Development Act, No. 97 of 1988
- Public Finance Management Act, No. 1 of 1999 (as amended by Act 29 of 1999)
- Relevant Treasury regulations and guidelines
- The Patents Act, No. 57 of 1978
- Copyright Act, No. 98 of 1978
- Trade Marks Act, No. 194 of 1993
- Fertilizer, Farm Feeds, Agricultural Remedies and Stock Remedies Act, No. 36 of 1947
- Animal Protection Act, No. 71 of 1962
- Veterinary and Para-Veterinary Professions Act, No. 19 of 1982
- Animal Disease Act, No. 35 of 1984
- Non-Proliferation of Weapons of Mass Destruction Act, No. 87 of 1993
- Genetically Modified Organisms Act, No. 15 of 1997
- Animal Health Act, No. 7 of 2002
- Intellectual Property Laws Amendment Act, No. 28 of 2013
- Occupational Health and Safety Act, No. 85 of 1993
- Protection of Personal Information Act (POPI), No. 4 of 2013
- Companies Act, No. 71 of 2008
- Department of Science and Innovation Bio-economy Strategy
- Consumer Protection Act, No. 68 of 2008, as amended



Avian(Poultry)



3. Policy Mandate

The policy mandate of OBP is derived from government's seven national priorities, to which all the programmes and policies across all departments and agencies are directed.

The critical policy mandates include:

- The DALRRD Strategic Plan 2020-2025
- The National Development Plan
- Agricultural Policy Plan
- The Department of Science and Innovation Bio-economy Strategy

4. Institutional Strategies Over the Three-Year Planning Period

The following are the goals of, and rationale behind the choice of indicators selected to address the challenges to achieve performance excellence, self-preservation, and progress.

- To accelerate the development of globally-competitive products and technological offerings for future needs.*
- To cultivate congruence between the strategy and a progressive culture in the organisation.*
- To increase company profitability and position OBP as a top-five company in the market.*
- To build a high-performance organisation driven by service excellence and internal collaboration.*
- To attract, develop and retain the best talent through technology-inspired human resource strategy.*
- To constantly drive a culture of accountability to our customers, stakeholders and the shareholder.*



PART B: OUR STRATEGIC FOCUS

The vision, mission and strategic goals are directly linked to the shareholder department in specific terms to the commitment to improve agricultural production, food security and sustainable livelihood through innovative agricultural solutions.

1. VISION

“To be the first choice in animal health solutions”

2. MISSION

“OBP is a customer-centric developer, manufacturer and supplier of cost-effective quality animal health solutions through innovation as a catalyst for food security, skills development and economic transformation.”

3. VALUES

OBP follows **P.R.I.D.E.** as the set of values that guides how it conducts its business:

- **People-First:** *We will create a caring, trustworthy and nurturing work environment for our people.*
- **Respect:** *We will respect our internal and external customers and our stakeholders in all our dealings.*
- **Integrity:** *Our word is our bond; we will not turn back on our promises to our internal and external customers including our stakeholders (thus ensuring the highest level of accountability)*
- **Dedication:** *We will show up on time, prepared and inspired to do our job to the best of our abilities without any excuses.*
- **Excellence:** *We will deliver the best in everything we do, serving our internal and external customers and our stakeholders using innovation as our foundation.*

4. SITUATIONAL ANALYSIS

4.1. Global Market Overview

Globally, the veterinary vaccines market is estimated at about USD 8.0 billion (2020 projections) and expected to reach USD 11.3 billion by 2025. The growth of this market is driven mainly by the increase in pet populations, rising incidence of zoonotic diseases, initiatives by various government agencies and animal associations to maintain animal health, and the rising demand for animal-derived food products. This market is expected to keep growing at a steady pace, especially due to a rise in the number of cattle and poultry in developing countries. The surge in research and development investment in vaccines is driven also by the global pressure to reduce reliance on antimicrobials following an increase in antimicrobial resistance reported worldwide (alliedmarketresearch.com, 2020).

The challenge associated with the cost of maintaining a cold chain may increase the overall cost of vaccines, which may also dampen growth in developing countries with deficient infrastructure that could otherwise be an enabler. For example, distances that have to be covered transporting vaccines as well as transport infrastructure may limit growth especially in geographies with known extreme temperatures.

4.2. South African Animal Health Market Analysis

The South African animal health industry incorporates several different market segments, namely vaccines, antimicrobials, endoparasiticides, ectoparasiticides, anthelmintics, vitamins and minerals, and others (Figure 1 below). OBP participates in the vaccine segment (SAAHA, 2017). The animal health market in South Africa has become very competitive, professional and well established (Churchill, 2017).

The industry is estimated to be worth about R3 billion, 29% of which is vaccines. This makes the vaccine market about R900 million (Figure 2). OBP only has cattle, small stock and horse vaccines. This specific segment represents 57% of total the vaccine market. The competitive space OBP competes in is therefore just over R510 million in the domestic market (see Figure 5 below). Because of how different animal health companies are structured, the South African Animal Health Association (SAAHA) figures is often marred by inconsistencies; for example, some companies include Swaziland, Lesotho, Botswana and Namibia into their domestic market sales, thus skewing the figures somewhat.

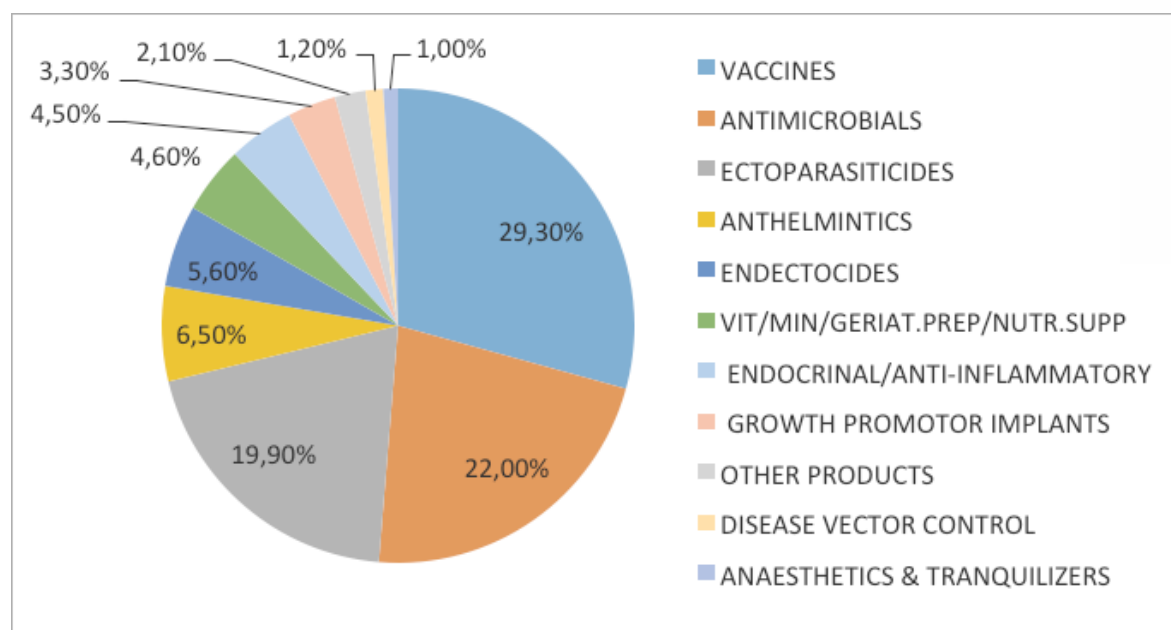


Figure 1: Overall Domestic Market Breakdown (SAAHA, 2017)

The animal vaccine segment of the market is divided into sub-segments that consist of livestock, comprising both large and small stock (cattle, sheep and goats), companion animals (dogs, cats and horses), avian (poultry and birds) and porcine (pigs), to combat bacterial and viral diseases (DAFF, 2017).

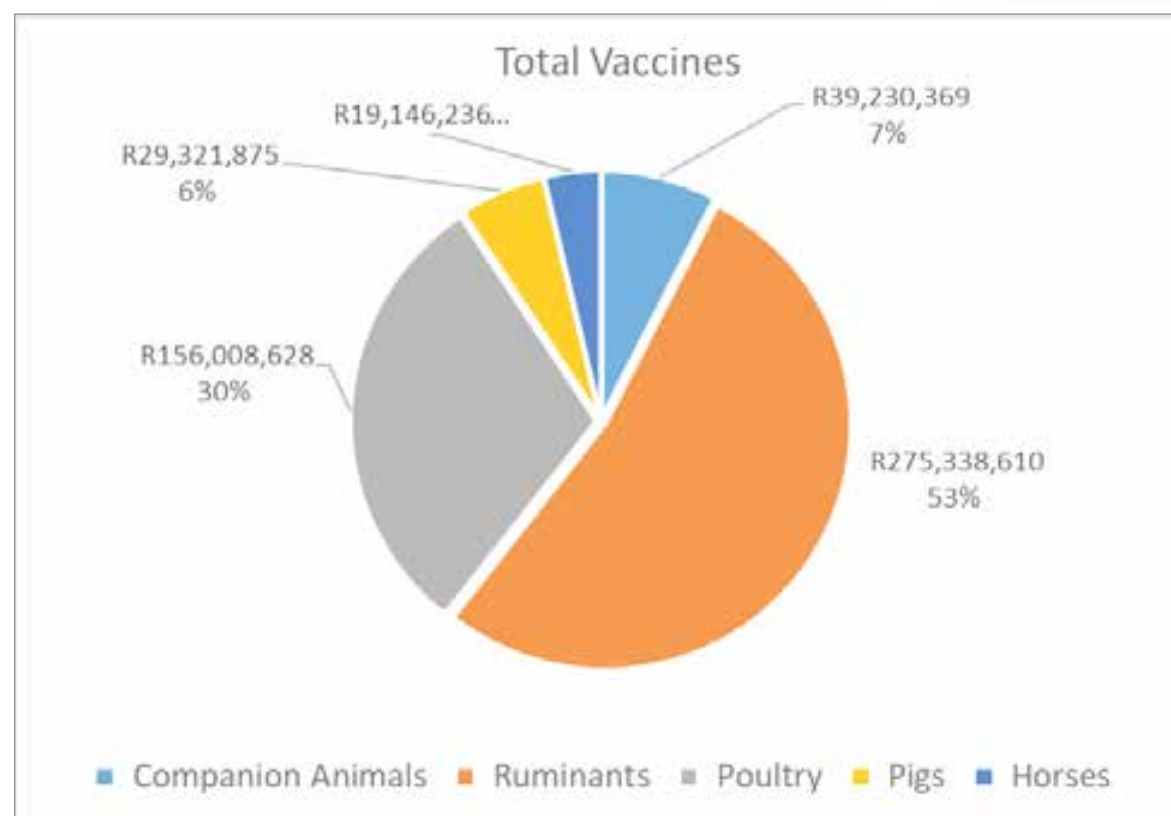


Figure 2: Total Vaccines Market in SA (Source: SAAHA Q1 MAT 2017)

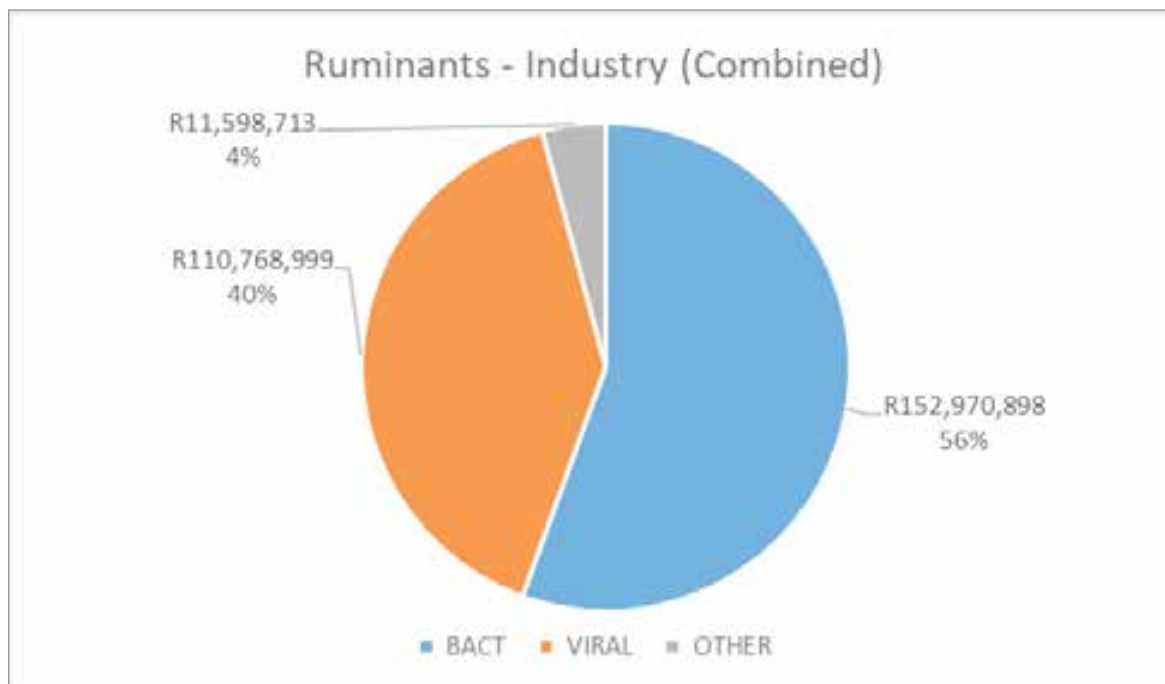


Figure 3: Ruminant Vaccines – Combined (Source: SAAHA Q1 MAT 2017)

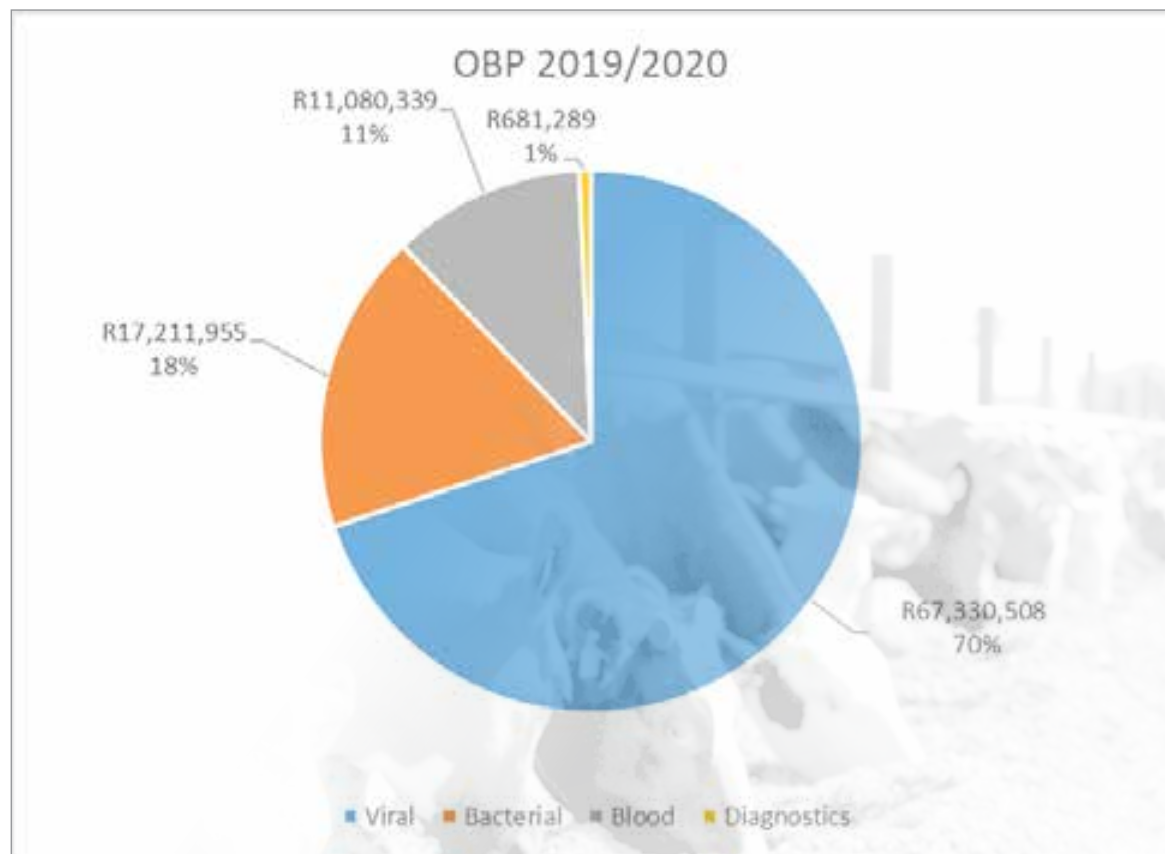


Figure 4: OBP Sales Breakdown

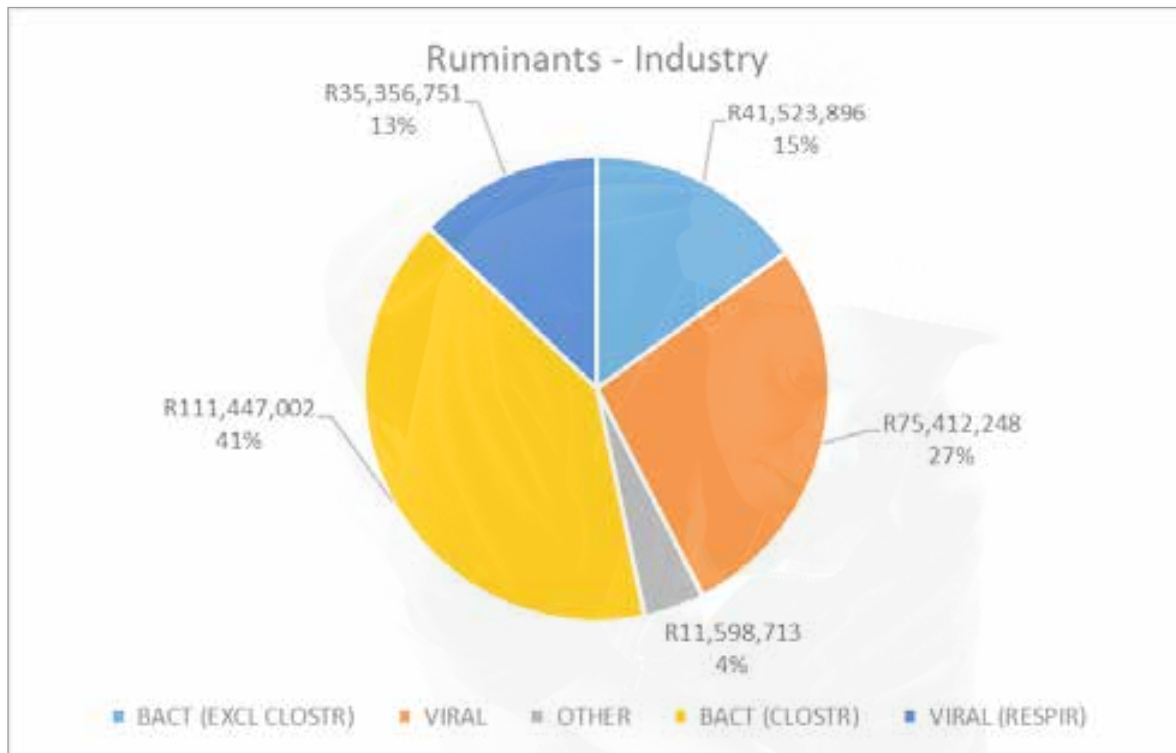


Figure 5: Ruminant Vaccines – Segmented (Source: SAAHA Q1 MAT 2017)

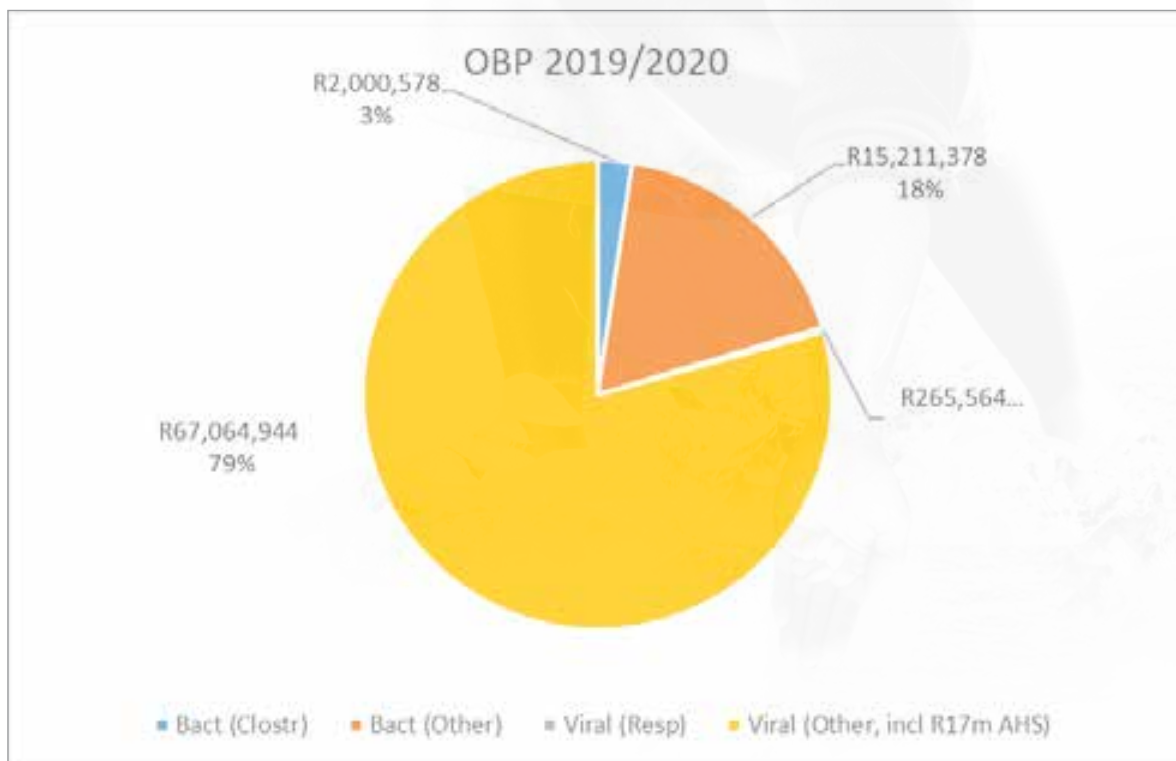
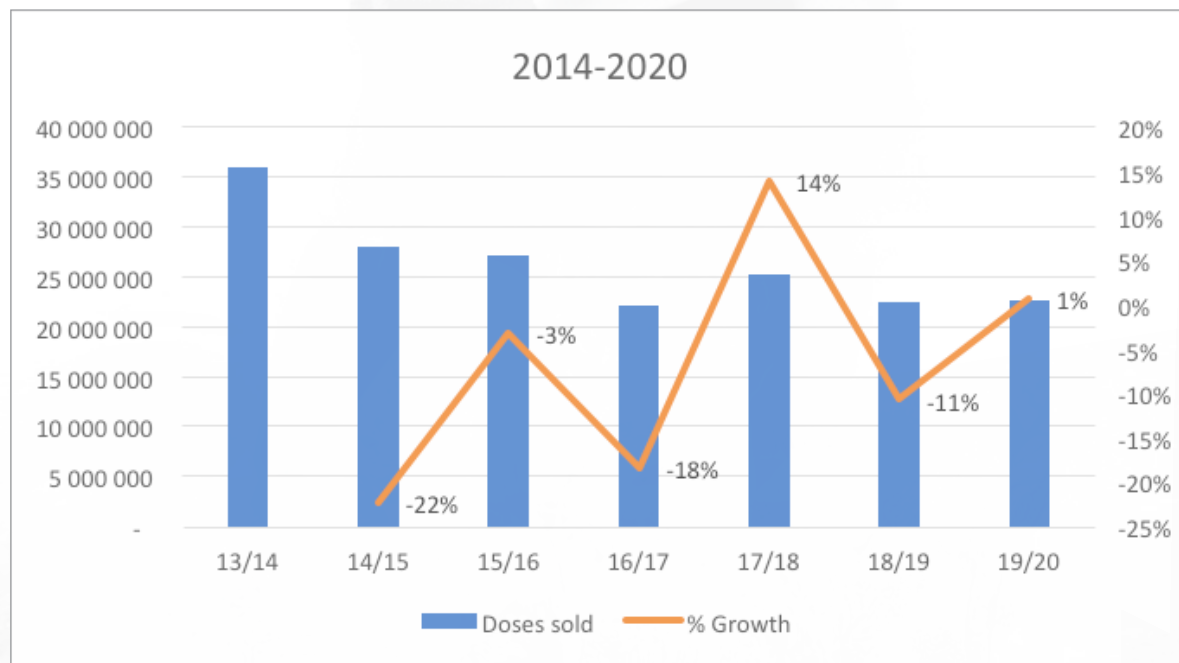


Figure 6: Further Breakdown of OBP's Previous Year Performance

OBP's key market segments are co-ops, vets, wholesalers and other small distribution points such as pharmacies and small businesses. Almost all co-ops, practicing vets and wholesalers have a credit account facility with OBP. There is limited access to certain segments such as feedlots for various reasons, including lack of combination vaccines. OBP currently operates within a "niche" livestock vaccine market, which disadvantages the company because most vaccines are only used annually.

4.3. OBP Products Position Analysis

OBP products comprise of 50 or more veterinary vaccines against viral, bacterial, and protozoal diseases of cattle, sheep, goats, poultry and horses, mostly relevant to South Africa and Africa. These are distributed in Africa, the Middle East and Europe, with most of the sales generated in South Africa and the rest through exports. Likewise, most of the company's local revenue is generated from sale of vaccines to the commercial livestock sector in South Africa and the balance from emerging farmers, the horse industry and through government purchases. The figure below illustrates the decline in fortunes of the organisation, which shows that while revenues may be equal to or slightly above those of seven years ago, the actual units sold were in fact in decline for a number of product lines. The focus should be on the number of units sold in the period and our solutions must be generated in respect of how this will be corrected.



Source: Internal OBP Statistics 2020



5. INTERNAL ENVIRONMENT ANALYSIS

The major challenges hereunder are not finite, but summarise the critical priority issues identified which have a direct impact on the business of OBP. An analysis of the business as well as an insight into the specific components of the organisation reveal the following:

- Loss of market share
- Inconsistent Product Availability
- Aging infrastructure, leading to continuous equipment breakdowns
- Poor product innovation
- Operational Inefficiencies and Quality Assurance (no GMP accreditation)
- Poor Organisational Culture

5.1 Strengths, Weaknesses, Opportunities and Threats Affecting OBP

The key Strengths, Weaknesses, Opportunities and Threats (SWOT) are summarised below. It is important to understand the SWOT analysis as an assessment of *internal* organisational issues. The Strengths and Weaknesses are fairly within the control of the company, but the Opportunities and Threats are external to OBP's environment, and while they may be influenced, they are not within the control of the company.



SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <p>Finance</p> <ul style="list-style-type: none"> Financially sustainable SOE <p>Customer</p> <ul style="list-style-type: none"> Strong and trusted brand (locally and internationally) <p>People</p> <ul style="list-style-type: none"> Highly experienced personnel with excellent institutional memories of OBP processes, which are unique in the industry <p>Process</p> <ul style="list-style-type: none"> ISO accredited organisation Local manufacturing infrastructure GMP roadmap Registered products Antigen Bank (access to all antigens) 	<p style="text-align: center;">WEAKNESSES</p> <p>Finance</p> <ul style="list-style-type: none"> Large unnecessary expenses <p>Customer</p> <ul style="list-style-type: none"> Unable to respond to customer needs with regards to new products Competing with multinational and private companies, which are more flexible <p>People</p> <ul style="list-style-type: none"> Formal qualifications and skills not aligned with technical job requirements. <p>Process</p> <ul style="list-style-type: none"> Poor organisational culture Aging infrastructure and facility Legacy products
<p style="text-align: center;">OPPORTUNITIES</p> <p>Finance</p> <ul style="list-style-type: none"> New markets Registering new products <p>People</p> <ul style="list-style-type: none"> Strong shareholder support <p>Process</p> <ul style="list-style-type: none"> Potential to increase footprint Expand on the product line for international market using antigen seed-lot Investing in improving infrastructure Strong collaborations and partnerships Global warming GMP facility 	<p style="text-align: center;">THREATS</p> <p>Finance</p> <ul style="list-style-type: none"> Global financial challenges <p>Customers</p> <ul style="list-style-type: none"> Reputational risk New and aggressive competitors <p>People</p> <ul style="list-style-type: none"> Leadership continuity and sustainability <p>Process</p> <ul style="list-style-type: none"> Lagging digital transformation COVID-19 restrictions Lagging implementation of GMP within time frame Undefined business model Global warming Regulatory changes



6. EXTERNAL ENVIRONMENT ANALYSIS

Although a SWOT analysis is a well-established method for assessing the environment in which companies operate, the external environment is influenced by Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) factors, which should be a part of the analysis. This analytical approach is a much more focused and simpler way of comparing like with like while maintaining an appreciation of where the strategy can be targeted to enhance the chance of success at execution. The table below is a summary of the critical issues in PESTEL:

<p>POLITICAL</p> <ul style="list-style-type: none"> • Limited access to government market on veterinary vaccines • Shareholder support • No political commitment to enforce procurement of OBP (local) products • Various trade agreements (India and EU) 	<p>TECHNOLOGICAL</p> <ul style="list-style-type: none"> • Technology – still manual • Combination vaccines and new vaccination technologies • Use of social media platforms • Awareness of e-commerce
<p>ECONOMIC</p> <ul style="list-style-type: none"> • Disposable income due to new markets • Foreign direct investment increase in markets • Weakness of the rand is seen as positive for exports and negative for imports • Adverse economic climate (farmers are under strain) 	<p>SOCIAL</p> <ul style="list-style-type: none"> • More middle class groups with buying power resulting in increased meat markets • More black emerging farmers being converted to commercial farming
<p>ENVIRONMENTAL</p> <ul style="list-style-type: none"> • Emerging and re-emerging animal diseases due to climate change • Regulatory requirements on environmental impact 	<p>LEGAL</p> <ul style="list-style-type: none"> • If used rigidly, Section 217 of the Constitution can be a deterrent • Compliance to regulatory requirements is used as trade barrier • Limited internal legal capacity • IP and patent rights • Licensing opportunities as an export business or daughter registration

7. ONE OBP STRATEGY



We will create a focused organisation which operates as a single unit, eliminating silo mentality, hence the One OBP Strategy.

Our people will have an intrinsic knowledge of and a deep belief in our:

One Vision: We will succeed based on our Vision and its ability to pull us all together.

One Goal (3-5-1): What we intend to achieve financially as an organisation.

One Set of Values: Which will be understood by each and every one and become our behaviour code in everything we do every day and the foundation of our organisational culture.

Our Set of Strategic Outcomes: What we need to deliver on as an organisation to contribute to the National Agenda.

Our Business Model: How we do what we do will be known by each and every employee.

Current Strategic Risks: What risks we are facing that will cause us to fail if we are unable to deal with them collectively as an organisation.

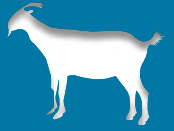
Societal Impact: How we contribute to the mandate of the Minister and the National Priorities of our government.

ANNUAL PERFORMANCE PLAN

ONDERSTEPOORT BIOLOGICAL PRODUCTS SOC LTD



BOVINE (CATTLE)



CAPRINE (GOAT)



OVINE (SHEEP)



Avian (Poultry)



EQUINE (HORSE)

INNOVATIVE
BIO-SCIENCE

PART C: MEASURING OUR PERFORMANCE

1. Institutional Programme Performance Information

1.1 Programme: Financial Sustainability

1.1.1. Purpose: To increase revenue and profitability

a. Outcomes, Outputs, Performance Indicators and Targets

Out- come	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024
Financial Sustainability and Growth	Income	Increased Revenue (R)	R173 million	R163 million	R234 million	R170 million	R190 million	R205 million	R220 million
	New Products	Number of new products dossiers submitted to regulatory authorities for registration	4	3	2	3	2	4	6
	Product Dossier Submitted to New Markets	Number of product dossier submitted to new markets	-	-	-	New Indicator	2	2	2
	A Positive EBITDA	Revenue less expenses, before interest, tax, depreciation and amortisation (R)	-	-	-	New Indicator	3%	6%	8%
	Vaccines Sold	Increased Vaccine doses sold (%)	25.4 million doses	22.5 million doses	22.6 million doses sold	New Indicator	8%	10%	10%



b. Output Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Increased sales revenue (R)	R190 million	R44 million	R55 million	R60 million	R31 million
Number of new product dossiers submitted to regulatory for registration	2	-	-	-	2
Number of product dossiers submitted to regulatory authorities for registration	2	-	1	-	1
Increased EBIDTA (%)	3% increase from FYE 2021	-	-	-	3%
Increased Vaccine doses sold (%)	8%	2%	4%	6%	8%



1.2. Programme: Continuous Improvement of Business Processes Programme:

1.2.1. Purpose: To ensure the supply of improved quality products to the market through advanced technology.

a. Outcomes, Outputs, Performance Indicators and Targets

Out-come	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024
Optimised Business Processes	Improved Efficiency	Production Efficiency Index	-	7.8	16	7.9	8.0	8.1	8.3
	Implemented Action Items Against the GMP Roadmap	Percentage of achieved progress on action items against the GMP roadmap	-	-	-	New Indicator	40% of GMP roadmap achieved	50% of GMP roadmap achieved	70% of GMP roadmap achieved
	ICT Enterprise Architecture Plan	Board approved plan to inform ICT strategy	-	-	-	New Indicator	Approved ICT Enterprise Architecture Plan	Implement Phase 1 of the approved plan	Implement Phase 2 of the approved plan
	Accredited Vector-Proof Facility	Progress report as per project plan	-	-	-	New Indicator	Vector-proof facility completed	Validation of Facility	Approval of Facility by DALRRD
	GMP Facility	Progress report as per project plan	-	83% of bacterial and viral vaccine construction completed	70% completion of Phase 1	100% of Phase 1/50% of Phase2	GMP facility completed	Equipment Qualification	Equipment Qualification
	Production Output of Top 20 Products	Percentage of top 20 products produced	-	-	-	New Indicator	90%	92%	95%


b. Output Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Production Efficiency Index	8.0	8.0	8.0	8.0	8.0
Achieved Progress on GMP Roadmap (%)	40% of proposed GMP roadmap for this period achieved	10%	20%	30%	40%
Board-Approved Plan to Inform ICT Strategy	Approved ICT Enterprise Architecture Plan	Collect Information	Completed plan	Board Approved plan	-
Progress Report as per Project Plan	Vector-proof facility	Phase 1	Phase 2	Phase 3 (Completed facility)	Handover of building
Progress Report as per Project Plan	GMP facility	Phase 1 & 2	Phase 2 & 3	Phase 3 & 4	Phase 4 (completed facility)
Percentage of Top 20 Products Produced	90%	86%	87%	89%	90%

1.3. Programme: Customer Services

1.3.1. Purpose: To provide excellent customer service.

a. Outcomes, Outputs, Performance Indicators and Targets

Out- come	Outputs	Output Indicator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024
Improved Customer Services	Satisfied Customers	% of satisfied customer	47%	75%	78%	80%	80%	80%	85%
		% of customer complaints resolved	-	-	-	80%	80%	80%	80%
	Top 20 Customers Retained	Top 20 customers retained (%)	-	-	-	New Indicator	90%	95%	100%
	New Distribution Channels	Number of new registered distributors	-	10	4	2	3	3	3
	Farmers Trained	Number of farmers trained	-	-	-	150	150	250	350


b. Output Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% Satisfied Customers	80%	-	-	-	80%
% Customer Complaints Resolved	80%	80%	80%	80%	80%
Top 20 Customers Retained (%)	90%	90%	90%	90%	90%
Number of New Registered Distributors	3	-	1	1	1
Number of Farmers Trained	150	20	30	40	60

1.4. Programme: Governance and Leadership

1.4.1. Purpose: To drive an ethical and accountable corporate culture.

a. Outcomes, Outputs, Performance Indicators and Targets

Out- come	Outputs	Output Indi- cator	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024
Capable Ethical and Developmental Leadership	Board- Approved Policies	Number of reviewed policies approved	-	-	-	10	14	3	1
		Number of new policies/ frameworks developed	-	-	-	New Indicator	2	1	1
	Staff Retained	Number of employees that resigned	-	-	12%	New Indicator	5%	5%	5%
		Number of employees dismissed/ retrenched	-	-	-	New Indicator	1%	1%	1%
		Number of employees that retired	-	-	-	New Indicator	3	5	9
	Report with Recommen- dations from the Culture Survey	(%) implemented recommenda- tions from the report	-	-	-	Culture Survey Report	65%	75%	90%
	Trained Staff as per Workplace Skills Plan (WSP)	(%) implemented staff training against the WSP	New Indi- cator	84%	92%	75%	80%	80%	80%



b. Output Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Reviewed Policies Approved	14	3	4	4	3
Number of New Policies/ Frameworks Developed	2		1	1	
Number of Employees That Resigned	5%	5%	5%	5%	5%
Number of Employees Dismissed/Retrenched	1%	1%	1%	1%	1%
Number of Employees That Retired	3	2		1	
(%)Recommendations Implemented from the Report	65%	25%	20%	15%	5%
(%) of Staff Training Implemented Against the WSP	80%	20%	40%	60%	80%



2. Explanation of Planned Performance Over the Three-Year Planning Period

OBP has always been known as a quality vaccine producer. The brand “Onderstepoort” is associated with innovation and scientific excellence in veterinary vaccines. We have excellent products such as African horse sickness and other similar unique vaccines, which are associated with the name OBP. In the next MTEF, 2021-2022, OBP plans to address the following:

- Increase the accessibility of OBP products in rural and emerging markets
- Maintain and improve customer support levels
- Revitalise the OBP brand back to global recognition
- Increase or develop the number of popular new combination vaccines.
- Build partnerships with private and or provincial governments to gain access to rural farmers and support rural development programmes
- Have the right people in the right job – employees should match the requirements of a job description according to policy and strategy
- Continue with the GMP facility upgrade to acquire certification
- Training and mentoring of staff for continuous improvement and to build a sustainable future
- Collaboration with other institutions and commercial entities to gain access to new products and technology to build capacity
- Defend and gain market share through broadening our product range by creating an effective pricing strategy, focusing market efforts, relationship building with end-user customers and effective distribution nodes.





3. Programme Resource Consideration

The spending focus over the medium term will be on the development and manufacturing of vaccines and other related products to prevent and control animal disease that impact food security and animal health. The company will also maintain a reserve stock of vaccines for the government to be used in the event of an outbreak of animal diseases.

Over the medium term, Onderstepoort Biological Products will also focus on financial sustainability, continuous improvement of business processes, customer services and human resource management and development. These focus areas are informed by the National Development Plan's vision of eliminating poverty and reducing inequality by 2030.

The company will also make vaccines more accessible to smallholder farmers through conducting various research projects on animal vaccines, as well as other research and development programmes, at a cost of R50 million over the medium term.

Over the medium term, the company plans to spend over R280 million to procure materials relating to the production of vaccines. A further R50 million is expected to be spent on sales and marketing of vaccine products. An amount of over R48 million has been allocated for the development of products which will boost the targeted sales.

In 2013/4, the organisation was allocated R492.4 million to build and modernise its vaccine production facility. The first phase involved the procurement of new equipment and the modernisation of existing equipment at a cost of R129.1 million in 2015/6. This phase has been completed.

The second and final phase will entail the construction of a new vaccine facility, the installation of production and packaging equipment, and the conversion to new production technology. These activities will improve vaccine production yields, which will make it possible for the organisation to respond quickly to disease outbreaks such as African horse sickness, while being able to provide both commercial and smallholder farmers with the required vaccines.

The second phase has a budget of R353 million. The tender process was finalised and the tender had been issued. Construction commenced in December 2017 and is currently underway. As at 31 October 2020, a total of R225 million has been spent, with R128 million remaining.

The organisation generates revenue mainly from the sale and supply of livestock vaccines and uses it to fund the operations of its business. Revenue is projected to increase from R200 million in 2020/1 to R256 million in 2023/4, at an average annual rate of 10 percent. The increase is mainly due to projected new markets and increased sales team capacity in the MTEF period, higher sales of vaccines in the export market as a result of improved production and marketing of vaccines, and greater access to vaccines by smallholder farmers.

3.1. Programme Budget Allocation Table

	Audited outcome				Approved budget	Average growth rate (%)	Expenditure/total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/total: Average (%)
	2017/18	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R thousand												
Administration	127 696	146 462	178 145	-	-100.0%	70.3%	-	-	-	-	-	-
Human resource management and development	605	2 785	1 650	16 474	200.8%	3.6%	17 870	19 186	20 337	7.3%	11.4%	
Customer services	6 350	2 277	3 376	13 845	29.7%	4.3%	15 079	16 240	17 256	7.6%	9.6%	
Continuous improvement of business processes	5 317	3 254	3 453	85 764	152.7%	16.6%	93 163	98 761	104 435	6.8%	58.8%	
Financial stability	242	-	-	29 985	398.5%	5.2%	32 461	34 005	35 523	5.8%	20.3%	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-</						

4. Financial Performance

Statement of financial performance																Outcome/ Budget/ Average	Average growth rate	Expen- diture/ total/ Average					Average growth rate	Expen- diture/ total/ Average
	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Approved budget				Medium-term estimate												
R thousand	2017/18		2018/19		2019/20		2020/21		2017/18-2020/21			2021/22	2022/23	2023/24	2020/21 - 2023/24									
Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Tax revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Non-tax revenue	182 845	182 845	382 447	196 058	259 096	180 819	282 720	178 270	66.8%	-1.7%	100.0%	183 725	192 818	203 799	4.5%	100.0%								
Sale of goods and services other than capital assets	156 363	156 363	320 000	147 498	210 681	156 270	231 368	156 400	67.1%	0.0%	83.2%	169 100	182 450	195 800	7.8%	92.6%								
of which:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Administrative fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Sales by market establishment	156 363	156 363	320 000	147 498	210 681	156 270	231 368	156 400	67.1%	0.0%	83.2%	169 100	182 450	195 800	7.8%	92.6%								
Other sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Other non-tax revenue	31 482	31 482	62 447	48 560	48 415	24 549	51 352	21 870	65.3%	-11.4%	16.8%	14 625	10 368	7 909	-28.8%	7.4%								
Sale of interest, dividends and rent on land	16 422	16 422	16 503	30 065	39 922	19 900	41 918	19 484	74.8%	5.9%	11.5%	12 096	7 687	5 067	-36.2%	6.0%								
Transfers received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Tax benefit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Outside shareholders' interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Total revenue	182 845	182 845	382 447	196 058	259 096	180 819	282 720	178 270	66.8%	-1.7%	100.0%	183 725	192 818	203 799	4.5%	100.0%								
Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Current expenses	140 210	140 210	295 847	154 778	192 954	189 846	209 462	164 723	77.4%	-5.5%	103.6%	178 169	188 759	189 146	6.5%	112.4%								
Compensation of employees	60 446	60 446	78 542	81 531	87 626	88 409	94 852	89 062	99.3%	13.8%	51.0%	93 516	98 191	103 102	5.0%	59.1%								
Goods and services	68 937	68 937	205 261	60 953	91 663	89 126	100 337	63 270	60.6%	-2.8%	44.9%	71 634	76 907	81 700	8.9%	45.1%								
Depreciation	10 827	10 827	12 044	12 294	13 465	12 113	14 273	12 391	94.1%	4.6%	7.7%	13 010	13 661	14 344	5.0%	8.2%								
Interest, dividends and rent on land	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Transfers and subsidies	-	-	-	-	-	-	-	(18 655)	-	-	-3.2%	(19 587)	(20 567)	(21 595)	5.0%	-12.4%								
Tax payment	-	-	-	-	-	(3 024)	-	-	-	-	-0.4%	-	-	-	-	-								
Outside shareholders' interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
Total expenses	140 210	140 210	295 847	154 778	192 954	186 624	209 462	166 068	74.9%	1.4%	100.0%	158 573	168 192	177 551	6.7%	100.0%								
Surplus/(Deficit)	47 635	47 635	86 600	41 280	66 142	15 851	73 257	32 202	-12.2%	-	-	25 152	24 626	26 158	-6.7%	-								





5. Financial Position

Financial position	Budget 2017/18	Audited outcome 2018/19	Budget 2018/19	Audited outcome 2019/20	Budget 2019/20	Audited outcome 2020/21	Budget estimate 2020/21	Approved budget	Outcome/ Budget/ Average/ %	Average/ growth/ rate/ %	Net change/ total/ Average/ %	Medium-term estimate	2021/22	2022/23	2023/24	Average/ growth/ rate/ %	Net change/ total/ Average/ %
Carrying value of assets	644 692	163 541	676 927	251 585	419 914	333 758	540 481	392 452	50.0%	33.9%	36.9%	445 227	446 762	453 495	453 495	4.9%	60.4%
of which:																	
Acquisition of assets	-	(20 018)	-	(93 859)	-	(94 146)	-	(80 201)	-	58.8%	-9.3%	(120 321)	(25 102)	(25 102)	(25 102)	-32.1%	-9.3%
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory	24 814	46 283	26 055	89 931	45 899	80 389	41 309	82 493	216.6%	21.2%	9.7%	83 769	84 607	87 145	87 145	1.8%	11.7%
Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accrued investment interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables and prepayments	11 543	31 999	12 120	43 709	12 847	39 642	25 102	28 823	234.0%	-3.4%	4.7%	22 831	18 762	19 325	19 325	-12.5%	3.1%
Cash and cash equivalents	159 906	511 398	167 901	394 553	321 023	286 239	225 365	271 701	167.5%	-19.0%	47.5%	181 526	151 697	120 701	120 701	-23.7%	24.8%
Non-current assets held for sale	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Defined benefit plan assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	4 282	-	2 086	-	30 505	-	-	-	-100.0%	1.2%	-	-	-	-	-	-
Derivatives financial instruments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total assets	840 955	757 513	883 003	781 864	799 683	770 533	832 257	775 469	91.9%	0.8%	100.0%	733 353	701 828	680 666	680 666	-4.3%	100.0%
Accumulated surplus/(deficit)	228 658	230 771	240 092	276 649	254 497	270 844	320 640	338 408	107.0%	13.6%	36.2%	363 560	388 186	414 344	414 344	7.0%	52.3%
Capital and reserves	1	-	-	-	1	-	-	-	133.3%	-	0.0%	1	1	1	1	1.5%	0.0%
Capital reserve fund	21 824	488 651	22 915	486 561	22 350	478 468	19 350	412 632	2 158.1%	-5.5%	60.5%	360 737	298 128	253 408	253 408	-15.0%	45.2%
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance lease	-	-	-	-	-	429	-	-	-	-	0.0%	-	-	-	-	-	-
Accrued interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred income	541 675	16 890	568 759	11 073	471 152	10 412	415 584	20 632	3.0%	6.9%	1.9%	17 537	14 906	12 670	12 670	-15.0%	2.3%
Trade and other payables	44 189	21 200	46 399	7 580	49 183	10 379	74 183	3 796	20.1%	-43.6%	1.4%	1 518	607	243	243	-60.0%	0.2%
Benefits payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capitalised value of pensions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	4 608	-	4 839	-	2 500	-	2 500	-	-	-	-	-	-	-	-	-	-
Managed funds (e.g. poverty alleviation fund)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Derivatives financial instruments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total equity and liabilities	840 955	757 513	883 003	781 864	799 683	770 533	832 257	775 469	91.9%	0.8%	100.0%	733 353	701 828	680 666	680 666	-4.3%	100.0%
Contingent liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

6. Cash Flow

Cash flow data	Budget 2017/18	Audited outcome 2018/19	Budget 2018/19	Audited outcome 2019/20	Budget 2019/20	Audited outcome 2020/21	Budget estimate 2020/21	Approved budget	Outcome/ Budget/ Average/ %	Average/ growth/ rate/ %	Expenditure/ total/ Average/ %	Medium-term estimate	2021/22	2022/23	2023/24	Average/ growth/ rate/ %	Expenditure/ total/ Average/ %
R thousand																	
Cash flow from operating activities	(27 039)	49 040	68 963	(22 948)	(34 681)	(15 128)	(28 184)	65 663	-365.9%	10.2%	-51.3%	30 145	(4 728)	(5 894)	(5 894)	-144.8%	100.0%
Receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax receipts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-tax receipts	118 102	228 902	333 753	185 066	249 440	169 876	273 196	200 220	80.4%	-4.4%	-100.0%	164 830	187 372	200 419	200 419	0.0%	-100.0%
Sales of goods and services other than capital assets	106 009	196 793	320 000	153 596	234 135	149 944	257 125	218 823	78.4%	3.6%	91.6%	175 992	194 069	204 437	204 437	-2.2%	105.4%
of which:																	
Administrative fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales by market establishment	106 009	196 793	320 000	153 596	234 135	149 944	257 125	218 823	78.4%	3.6%	91.6%	175 992	194 069	204 437	204 437	-2.2%	105.4%
Other sales	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other tax receipts	13 098	32 014	13 753	31 470	15 305	20 031	16 071	(18 603)	111.5%	-183.4%	8.4%	(11 162)	(6 697)	(4 018)	(4 018)	-40.0%	-5.4%
Transfers received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax benefit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside shareholders interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total receipts	118 102	228 902	333 753	185 066	249 440	169 876	273 196	200 220	80.4%	-4.4%	100.0%	164 830	187 372	200 419	200 419	0.0%	100.0%
Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current payments	146 146	154 332	264 780	178 884	284 122	178 132	301 378	134 557	64.9%	-4.5%	-92.2%	134 685	192 100	206 313	206 313	15.3%	-100.0%
Compensation of employees	61 946	61 946	76 542	61 532	84 579	87 076	91 442	89 063	101.6%	12.9%	46.7%	93 516	98 192	103 102	103 102	5.0%	59.2%
Goods and services	82 861	91 054	186 843	95 947	198 053	91 225	208 373	45 494	47.9%	-20.6%	45.0%	41 169	93 908	103 211	103 211	31.4%	40.8%
Interest and rent on land	1 339	1 339	1 405	1 405	1 490	891	1 564	-	61.7%	-100.0%	-9.5%	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tax payment	-	25 429	-	29 128	-	5 971	-	-	-	-100.0%	7.8%	-	-	-	-	-	-
Outside shareholders interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total payment	146 146	179 768	264 780	208 012	284 122	185 103	301 378	134 557	71.0%	-8.2%	100.0%	134 685	192 100	206 313	206 313	15.3%	100.0%
Cash flow from advancing activities (Financial institutions only)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan disbursements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan principal repayments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flow from investing activities	(19 575)	(93 899)	(93 899)	(93 899)	(94 146)	(94 146)	(80 201)	(80 201)	60.0%	100.0%	100.0%	(120 321)	(25 102)	(25 102)	(25 102)	-32.1%	100.0%
Acquisition of property, plant, equipment and intangible assets	-	(20 018)	-	(93 899)	-	(94 146)	-	(80 201)	-	58.8%	100.0%	(120 321)	(25 102)	(25 102)	(25 102)	-32.1%	100.0%
Investment property	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Acquisition of software and other intangible assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from the sale of property, plant, equipment and intangible assets	-	443	-	-	-	-	-	-	-	-100.0%	-0.6%	-	-	-	-	-	-
Other flows from investing activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cash flow from financing activities	-	-	-	-	-	960	-	-	-	-	-	-	-	-	-	-	-
Deferred income	-	-	-	-	-	974	-	-	-	-	-	-	-	-	-	-	-
Borrowing activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of finance leases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other flows from financing activities	-	-	-	-	-	(14)	-	-	-	-	-	-	-	-	-	-	-
Net increase / (decrease) in cash and cash equivalents	(27 039)	29 465	68 963	(116 845)	(34 681)	(108 314)	(28 184)	(14 538)	-179.0%	-	-	(90 176)	(29 830)	(30 996)	(30 996)	28.7%	-

7. KEY RISKS AND MITIGATIONS

The table below identifies the top risks that the organisation faces and which the strategy for the next three years must address. These risks have the potential to undermine any future progress the organisation may achieve. It is to be noted that the risks are of a general nature, although they affect some portfolios more than others.

Outcomes	Key Risks	Risk Mitigation
Financial Growth and Sustainability	Fraud and corruption Ineffective sales and marketing model Inadequate costing model Noncompliance to Supply Chain Management (SCM) and other key legislation Operational expenses surpassing sales generated Discounts Inadequate expertise and funding to improve and fast-track product development and product range	Investigate and report all fraud and corruption to the authorities Review current sales model/develop and implement an effective model Review the current model/improve the costing model with the use of ICT Continuous training and monitoring of legislation updates Cost management strategy Review discount models Collaborate with institutions to acquire technologies or licenses
Continuous Improvement of Business Processes	Production inefficiencies Inadequate ICT infrastructure ICT technical failures and electronic threats Supplier and customer concentration risk Unreliable equipment Aging/unmaintained infrastructure	Introduction of cGMP and improvement of processes Organisation-wide enterprise architecture and plan rollout to address ICT gaps Fair SCM processes to rotate suppliers where applicable Increase of customer base within South Africa and internationally Strengthen engineering and maintenance capacity to establish and implement preventative maintenance Replace/repair infrastructure and equipment
Improved Customer Service	Unavailable products Reputational risk	Explore investment into new (external supplier) product dossier
Capable, Ethical and Development Leadership	Inadequate HR capacity/poor policy and governance framework/poor internal controls	Ensure skills transfer Align training to skills development within current job profile Develop and implement policies Monitor internal controls



8. Infrastructure Projects

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current-Year Expenditure
1.	GMP Facility	Continuous Improvement of Business Processes	Building of a GMP compliant facility	GMP certified facility	1/12/2017	31/03/2022	R317 million	R83 million
2.	Vector-Proof Facility	Continuous Improvement of Business Processes	Building of a vector-proof facility for large animal control	Vector-proof stable	1/4/2020	2022/01/31	R10 million	-
3.	Freeze Dryer	Continuous Improvement of Business Processes	Procurement of freeze dryer	Freeze dryer	2021/04/01	2022/09/30	R17 million	-



PART D: TECHNICAL INDICATOR DESCRIPTORS (TID)

Indicator Title	Increased Sales Revenue
Definition	Gross sales revenue generated (R) - excludes interest, property income
Source of Data	Navision system
Method of Calculation	Direct sales revenue generated before discount or any other incentive
Means of Verification	Management Accounts (Navision system)
Assumptions	Animal health market continues to grow
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly, Annual
Desired Performance	Achieve R190 000 000 in sales
Indicator Responsibility	Business Development Officer





Indicator Title	Number of New Product Dossiers Submitted for Product Registration
Definition	Introduction of new products
Source of Data	Research & Development
Method of Calculation	Quantitative
Means of Verification	New product dossiers submitted for registration, or Proof of submission of product dossier to regulatory authorities in the form of a signed tracking sheet/regulatory register
Assumptions	Products under R & D perform as anticipated
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly, Annually
Desired Performance	2 products registered
Indicator Responsibility	Chief Scientific Officer



Indicator Title	Number of Product Dossiers Submitted to New Markets
Definition	Submission of dossiers in specific countries to register new/ improved products with the regulatory authority
Source of Data	Research & Development for dossiers information Sales & Marketing
Method of Calculation/Assessment	Quantitative
Means of Verification	Proof of dossier submission to regulatory authorities in the form of a signed tracking sheet/regulatory register or e-mail correspondence
Assumptions	There is a market demand Dossiers meet regulatory requirements of the specific country
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly, Annually
Desired Performance	2 markets
Indicator Responsibility	BDO



Indicator Title	Increased Earnings before Interest Tax Depreciation and Amortisation (EBITDA) (%)
Definition	Increase of EBITDA – total revenue less expenses
Source of Data	Management accounts (Navision system)
Method of Calculation/Assessment	Revenue less expenses before any interest, taxation, depreciation, and amortisation
Means of Verification	Monthly management Accounts
Assumptions	Reporting data is completed and Up to Date
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	3% increase
Indicator Responsibility	Chief Financial Officer

Indicator Title	Improved Market Share (%)
Definition	Increased number of vaccine doses sold more than the previous year
Source of Data	Navision system
Method of Calculation/Assessment	Quantitative
Means of Verification	Management account (Navision)
Assumptions	There is an increased demand for OBP's products
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Quarterly, Annually
Desired Performance	8% increase in sale compared to the previous year
Indicator Responsibility	Business Development Officer

Indicator Title	Production Efficiency Index
Definition	Production processes reviewed versus production output
Source of Data	Production department, Navision system
Method of Calculation/Assessment	Quantitative
Means of Verification	The following formula will be used to calculate the Production Efficiency Index: $((\text{Units of batches produced} - \text{Units of failed batches}) / \text{Production capacity}) * 10$
Assumptions	All resources required for production are available
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Improved production efficiency to 8.0
Indicator Responsibility	Chief Operations Officer



Indicator Title	Good Manufacturing Practice (GMP) Compliance (%)
Definition	Introducing quality management system to align with Good Manufacturing Practice (GMP) requirements
Source of Data	GMP roadmap
Method of Calculation/Assessment	Quantitative: Percentage of achievement against the GMP roadmap
Means of Verification	Activities achieved according to approved GMP roadmap. Activities achieved divided by Total activities on GMP roadmap X 100
Assumptions	Organisational support and commitment towards the GMP roadmap
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	GMP compliance achieved for OBP
Indicator Responsibility	Chief Executive Officer



 <p>BOVINE (CATTLE)</p>	 <p>CAPRINE(GOAT)</p>	 <p>EQUINE(HORSE)</p>	 <p>OVINE(SHEEP)</p>	 <p>Avian(Poultry)</p>
--	--	--	--	---

OBP produces veterinary vaccines for livestock protection against bacterial and viral diseases. Cell Culture and Fermentation technologies are employed in producing our quality vaccines. Apart from vaccines, OBP produces a range of diagnostic reagents for use by the veterinary laboratories to assist in diagnosing a range of livestock diseases. With the manufacturing plant having been in existence since 1968, an infrastructural upgrade project is underway to modernise the facility and introduce new technologies into our process as we strive to meet our customer expectations.



Indicator Title	Board-Approved Plan for (ICT) Enterprise Architecture
Definition	Improved Information and Communication Technology (ICT) systems to ensure business processes are efficient and fully supported
Source of Data	ICT Enterprise Architecture Plan
Method of Calculation/Assessment	Qualitative
Means of Verification	Board-approved enterprise architecture plan
Assumptions	All departments have provided complete business processes Able to embark on an enterprise architecture plan for the organisation
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual (quarterly feedback)
Desired Performance	Business process supported by ICT at the optimum level to allow best execution of Board strategy
Indicator Responsibility	Chief Financial Officer

Indicator Title	Vector-Proof Facility Progress Report as per Project Plan
Definition	To build a vector-proof animal facility for quality control and R & D projects
Source of data	Vector-proof facility project plan
Method of Calculation / Assessment	Qualitative
Means of verification	Phases rolled out as per approved plan
Assumptions	Budget allocation
Disaggregation of beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial transformation (where applicable)	N/A
Calculation type	NA
Reporting cycle	Annual (quarterly progress report)
Desired performance	Completed vector-proof facility as per plan
Indicator Responsibility	Chief Executive Officer

Indicator Title	GMP Progress Report As Per Plan
Definition	To build a GMP facility for production of vaccines according to international regulatory standards
Source of Data	GMP facility project plan
Method of Calculation/Assessment	Qualitative
Means of Verification	Phases rolled out as per approved plan
Assumptions	Budget allocation
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	NA
Reporting cycle	Annual (quarterly progress report)
Desired Performance	Completed GMP facility as per plan
Indicator Responsibility	Chief Executive Officer

Indicator Title	Improved Product Output of Top 20 Products (%)
Definition	Top 20 products transferred to distribution for the market
Source of Data	Production department, Navision system
Method of Calculation/Assessment	Quantitative
Means of Verification	Percentage of Top 20 products transferred to distribution as per sales forecast (Top 20 Units transferred to distribution / Sales Forecast for Top 20 products) * 100
Assumptions	All resources required for production are available
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Improved production output of Top 20 products to 90%
Indicator Responsibility	Chief Operations Officer



Indicator Title	Increased Customer Satisfaction (%)
Definition	Customers are satisfied with OBP's services.
Source of Data	Outcome of customer survey report
Method of Calculation/Assessment	Both qualitative and quantitative
Means of Verification	Survey report
Assumptions	Customers are satisfied with OBP's services.
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	80% customers are satisfied
Indicator Responsibility	Business Development Officer

Indicator Title	Customer Complaints Resolved (%)
Definition	Simple counting of customer complaints received against those resolved
Source of Data	Quality Assurance department
Method of Calculation/Assessment	Quantitative
Means of Verification	Report of resolved customer complains
Assumptions	Customers are satisfied with OBP's services
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	80% of customers complains are resolved
Indicator Responsibility	Business Development Officer

Indicator Title	Top 20 Customers Retained
Definition	Top 20 clients are retained (from 1 April to 31 March of the previous financial year)
Source of Data	Finance & Sales departments (Navision system)
Method of Calculation/Assessment	Quantitative
Means of Verification	Management account (Navision)
Assumptions	Top 20 clients continue to purchase OBP products.
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
Desired Performance	Top 20 customers continue to purchase OBP products.
Indicator Responsibility	Business Development Officer

Indicator Title	Number of New Registered Distributors
Definition	Establish new distribution points in targeted areas
Source of Data	Sales and Finance departments (Navision)
Method of Calculation/Assessment	Quantitative
Means of Verification	Management Accounts (Navision)
Assumptions	Able to offer credit facility to qualifying applicants
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A Previously disadvantaged communities (B-BBEE level 1 & 2)
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
Desired Performance	2 new distributors based in targeted areas who comply with B-BBEE and purchase OBP products
Indicator Responsibility	Business Development Officer



Indicator Title	Farmer Training
Definition	Smallholder and emerging farmers trained on animal health related topics
Source of Data	Technical & Marketing departments
Method of Calculation/Assessment	Quantitative
Means of Verification	Attendance register or letter of appreciation (in any form)
Assumptions	Farmers will be allowed to attend training in groups
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly and annually
Desired Performance	150 farmers trained
Indicator Responsibility	Business Development Officer

Indicator Title	Number of Reviewed Policies Approved
Definition	Review policies that reached expiry and alignment with current legislation
Source of Data	Quality Assurance Department
Method of Calculation/Assessment	Quantitative
Means of Verification	Approved policies by the Board
Assumptions	All stakeholders (unions, Exco) are consulted for policy updates
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	25 policies are up to date
Indicator Responsibility	Chief Executive Officer

Indicator Title	Number of New Policies/Frameworks Developed
Definition	Development of new policies/frameworks
Source of Data	Quality Assurance Department
Method of Calculation/Assessment	Quantitative
Means of Verification	Approved policies by the Board
Assumptions	All stakeholders (unions, Exco) are consulted for policies updating
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	2 new policies/frameworks developed
Indicator Responsibility	Chief Executive Officer

Indicator Title	Number of Employees That Resigned
Definition	The number of employees who leave the company calculated over total staff compliment
Source of Data	Human Resources
Method of Calculation/Assessment	Quantitative
Means of Verification	HR report
Assumptions	The work climate is conducive to attract and retain the right talent
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	5% reduction
Indicator Responsibility	Chief Executive Officer



Indicator Title	Employees Dismissed/Retrenched (%)
Definition	The number of employees whose services were terminated due to various misconducts following disciplinary procedures calculated over total staff compliment
Source of Data	Human Resources
Method of Calculation/Assessment	Quantitative
Means of Verification	HR report
Assumptions	The work climate is conducive for employees to want to work in and attract and retain the right talent
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	1% reduction
Indicator Responsibility	Chief Executive Officer

Indicator Title	Number of Employees That Retired
Definition	The employees who leave the company after reaching their retirement age
Source of Data	Human Resources
Method of Calculation/Assessment	Quantitative
Means of Verification	HR report
Assumptions	Employees work for the company until reaching their retirement age
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	3
Indicator Responsibility	Chief Executive Officer

Indicator Title	Implemented Recommendations from the Report (%)
Definition	Improve the work environment for employees to work in and ensure culture fit
Source of Data	Human Resources (culture survey)
Method of Calculation/Assessment	Quantitative Qualitative
Means of Verification	Culture survey report
Assumptions	A better organisational culture High staff morale and conducive environment
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Improved organisational culture Become an employer of choice
Indicator Responsibility	Chief Executive Officer





Indicator Title	Implemented Staff Training (%)
Definition	Capacity building for improved performance and productivity
Source of Data	Human Resources (Workplace Skills Plan)
Method of Calculation/Assessment	Quantitative
Means of Verification	Annual Training Report (ATR)
Assumptions	Employees participate in skills development Resources are available
Disaggregation of Beneficiaries (where applicable)	Target for women – N/A Target for youth – N/A Target for people with disabilities – N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	80% of Workplace Skills Plan achieved
Indicator Responsibility	Chief Executive Officer



ACRONYMS

ONDERSTEPSPOORT BIOLOGICAL PRODUCTS SOC LTD

ARC	Agricultural Research Council	GDP	Gross Domestic Product
BDO	Business Development Officer	GMP	Good Manufacturing Practice
B-BBEE	Broad-Based Black Economic Empowerment	ICT	Information Communications Technology
BDO	Business Development Officer	4IR	Fourth Industrial Revolution
BoD	Board of Directors	Ltd	Limited
CEO	Chief Executive Officer	MOI	Memorandum Of Incorporation
CFO	Chief Financial Officer	MTEF	Medium-Term Expenditure Framework
COO	Chief Operation Officer	N/A	Not Applicable
COOPS	Co-operatives	OBP	Onderstepoort Biological Products SOC Ltd
COS	Cost of Sales	PESTEL	Political, Economic, Social, Technological, Environmental and Legal
COVID-19	Corona Virus Disease 2019	PFMA	Public Finance Management Act
CRM	Customer Relationship Management	P.R.I.D.E	People-first, Respect, Integrity, Dedication, Excellence
CSIR	Council for Scientific and Industrial Research	QA	Quality Assurance
CSO	Chief Scientific Officer	QMS	Quality Management System
DAFF	Department of Agriculture, Forestry and Fisheries	R	Rand
DALRRD	Department of Agriculture, Land Reform and Rural Development	R&D	Research and Development
DME	Department of Monitoring and Evaluation	RM	Risk Manager
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization	SA	South Africa
EE	Employment Equity	SAAHA	South African Animal Health Association
ExCo	Executive Committee	SCM	Supply Chain Management
FCCA	Fellow Members of Association of Chartered Certified Accountant	SOE	State-Owned Enterprise
FY	Financial Year	SWOT	Strength, Weaknesses, Opportunities, Threats

**INNOVATIVE
BIO-SCIENCE**



NOTES



NOTES





NOTES





ONDERSTEOORT
BIOLOGICAL PRODUCTS

ANNUAL PERFORMANCE PLAN

2020/2021

ONDERSTEOORT BIOLOGICAL PRODUCTS SOC Ltd
Private Bag X07 | Onderstepoort 0110
Telephone +27 0 12 522 1606
Facsimile +27 0 12 522 1591
E-mail lindi@obpvaccines.co.za

www.obpvaccines.co.za



SABS
ISO 9001



Onderstepoort Biological Products SOC Ltd

INNOVATIVE BIO-SCIENCE