

# Acting Responsibly

Hikma Pharmaceuticals PLC  
Sustainability Report 2025



hikma



Acting responsibly to ensure patients across the North America, Europe and the MENA region have access to high-quality medicines.

## Advancing health and wellbeing



**222m**  
Patients treated globally

[+ Read more](#)

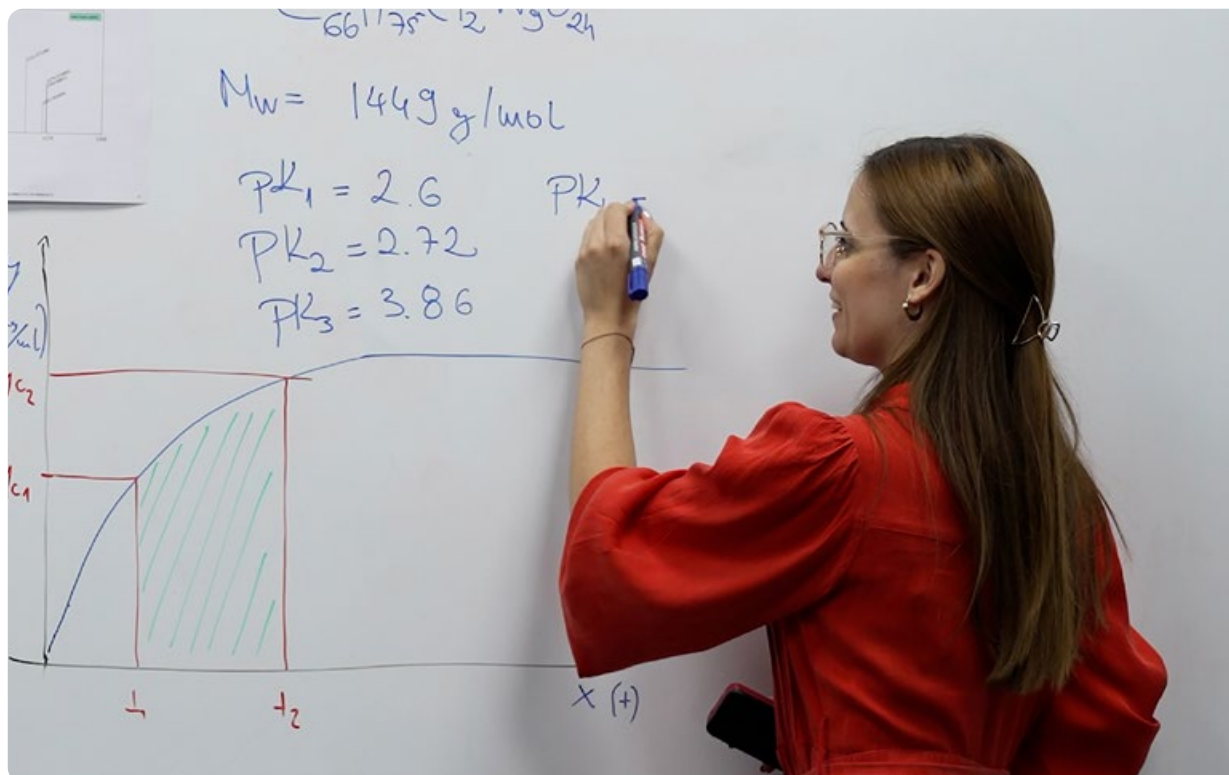
## Protecting the environment



**18%**  
Reduction in Scope 1 and 2 emissions since 2020 base year

[+ Read more](#)

## Empowering our people



**73%**  
Employee engagement score

[+ Read more](#)

## Operating responsibly and ethically



**99%**  
of employees completed ethics and compliance training

[+ Read more](#)

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# Better health. Within reach. Every day.



**Watch**  
More about our manufacturing and R&D capabilities (2 mins)

Hikma puts better health within reach, every day. By creating high-quality products and making them accessible to those who need them, we are helping to shape a healthier world that enriches all our communities.

# What we do

We bring patients across North America, MENA and Europe a broad range of generic, specialty and branded pharmaceutical products.

## Our business segments

- Injectables**
- Branded
- Hikma Rx

### Injectables

We supply hospitals across our markets with generic and specialty injectable products, supported by our manufacturing facilities in the US, Europe and MENA.



## Our markets

- North America**
- MENA
- Europe

### North America

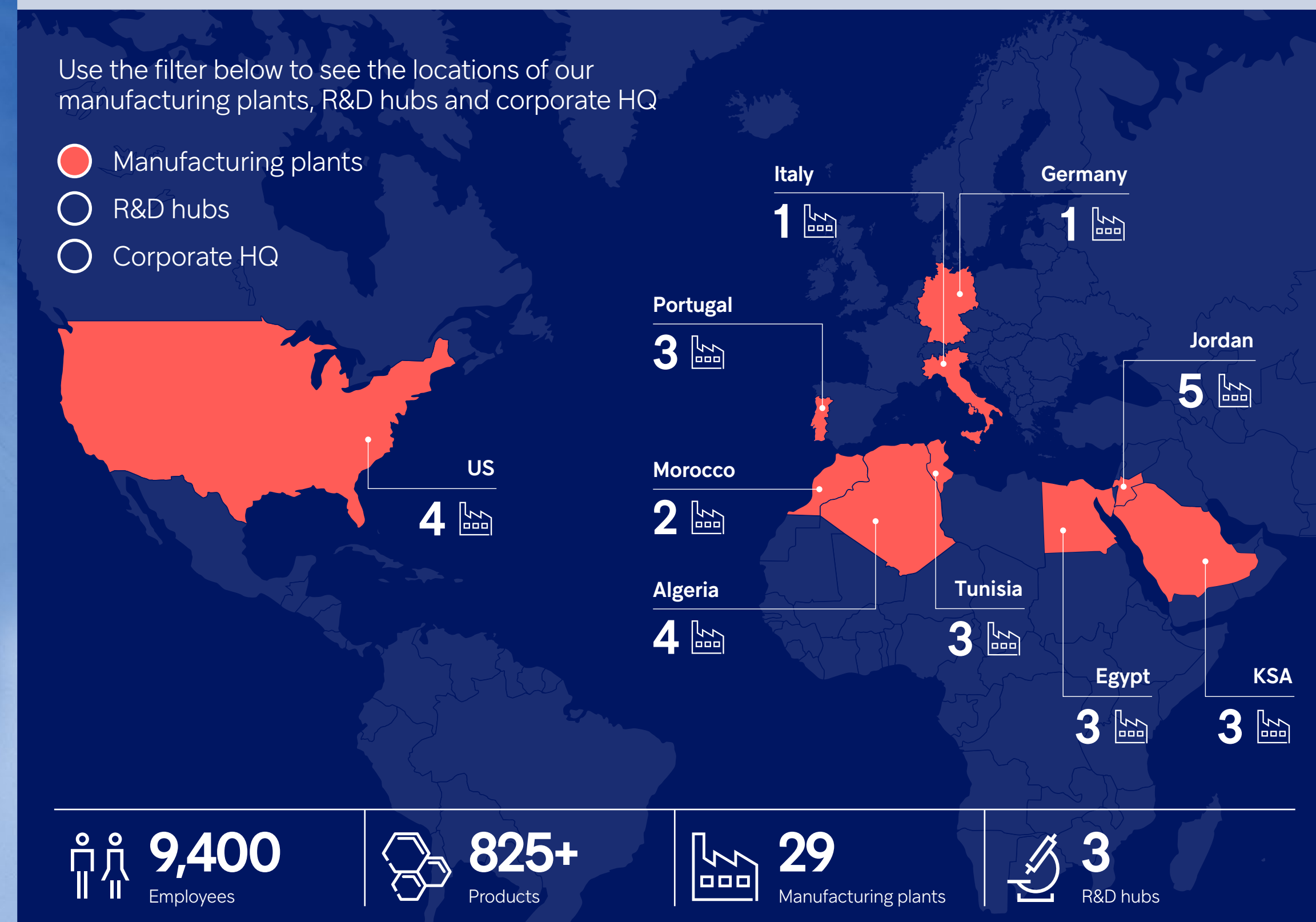
Our large manufacturing facilities in the United States (US) supply generic and specialty products across a broad range of therapeutic areas, including respiratory, oncology and pain management. We also have two R&D facilities to support sustainable growth.

**c.2,300**  
Employees

## Global reach

Use the filter below to see the locations of our manufacturing plants, R&D hubs and corporate HQ

- Manufacturing plants
- R&D hubs
- Corporate HQ



## A culture of progress and belonging

We are one Hikma, supporting each other, driving onwards, growing our business and pursuing our collective promise – to put better health within reach, every day. At the heart of this are our three values: innovative, caring and collaborative.

### Our purpose

**Better health.  
Within reach.  
Every day.**

### Our values

- Innovative
- Caring
- Collaborative

**9,400**  
Employees

**825+**  
Products

**29**  
Manufacturing plants

**3**  
R&D hubs


# What we do

We bring patients across North America, MENA and Europe a broad range of generic, specialty and branded pharmaceutical products.

### Our business segments

Injectables
Branded
Hikma Rx

**Branded**  
We supply branded generics and in-licensed patented products, supported by our local manufacturing facilities, to retail and hospital customers across the MENA region.



### Our markets

North America
MENA
Europe

**MENA**  
We sell branded generics and in-licensed patented products across the Middle East and North Africa (MENA). We have manufacturing facilities in seven countries, including US FDA-inspected plants in Jordan and Saudi Arabia. Around 2,000 sales representatives and support staff market our brands to healthcare professionals across 17 markets.



**c.5,700**  
Employees


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**Our purpose**

**Better health.  
Within reach.  
Every day.**

**Our values**

 **Innovative**


 **Caring**


 **Collaborative**


### Global reach


Use the filter below to see the locations of our manufacturing plants, R&D hubs and corporate HQ


Manufacturing plants  
 R&D hubs  
 Corporate HQ



 **9,400**  
Employees

 **825+**  
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 **29**  
Manufacturing plants

 **3**  
R&D hubs

# What we do

We bring patients across North America, MENA and Europe a broad range of generic, specialty and branded pharmaceutical products.

## Our business segments

- Injectables
- Branded
- Hikma Rx**

### Hikma Rx<sup>1</sup>

We supply oral, respiratory and other generic and specialty products to the North American retail market, leveraging our state-of-the-art manufacturing facility in Columbus, Ohio.

1. During the year, the business formerly known as Generics was renamed Hikma Rx



## Our markets

- North America
- MENA
- Europe**

### Europe and Rest of World

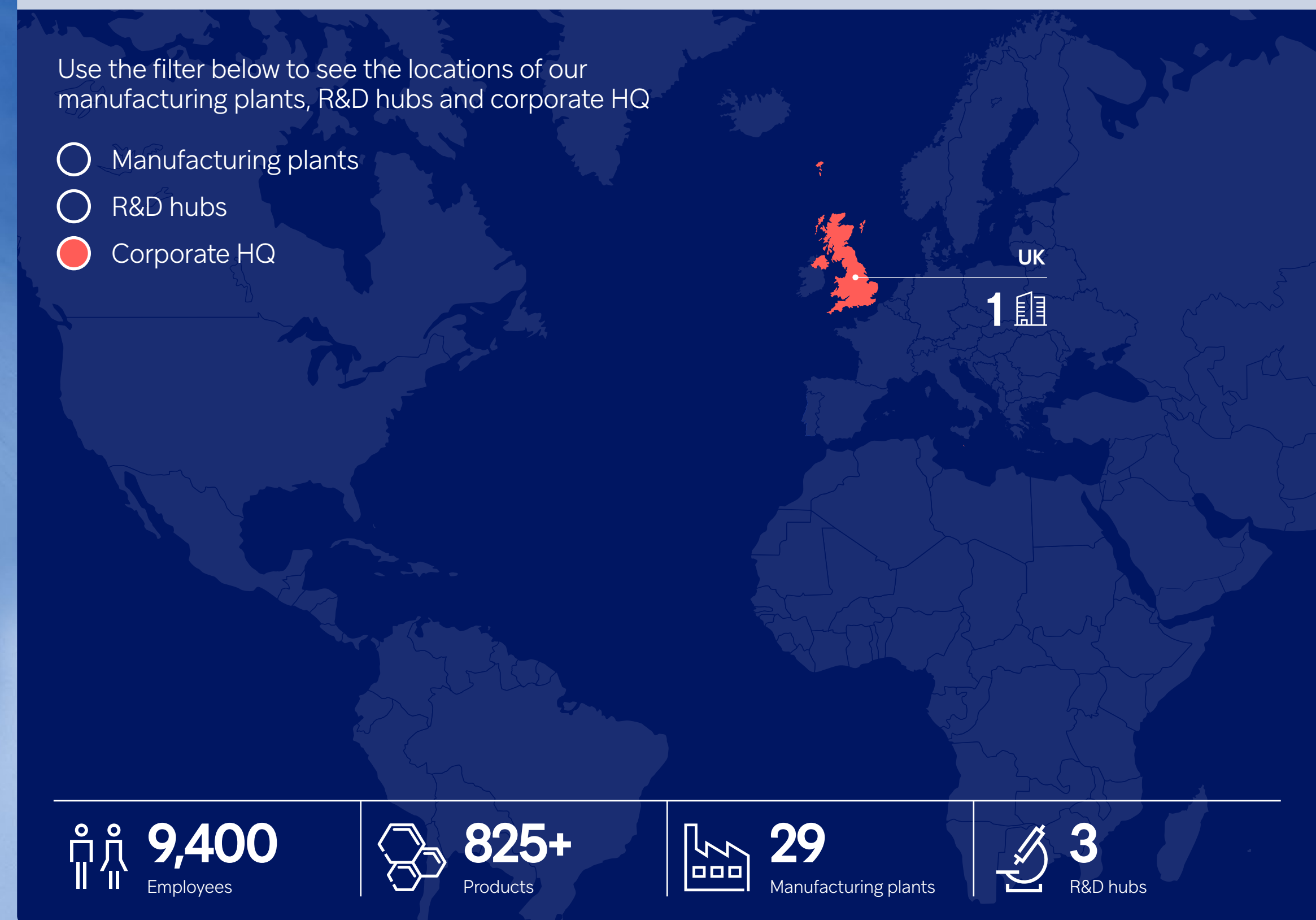
Our injectable manufacturing facilities in Portugal, Italy and Germany have a range of capabilities, including dedicated capacity for oncology and cephalosporins. These facilities supply injectable products to North America, MENA and a growing number of markets in Europe. We also have R&D centres in Portugal and Croatia.

**c.1,400**  
Employees

## Global reach

Use the filter below to see the locations of our manufacturing plants, R&D hubs and corporate HQ

- Manufacturing plants
- R&D hubs
- Corporate HQ



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### Our purpose

**Better health.  
Within reach.  
Every day.**

### Our values

- Innovative**
- Caring**
- Collaborative**

**9,400**  
Employees

**825+**  
Products

**29**  
Manufacturing plants

**3**  
R&D hubs

# A message from our CEO

**Said Darwazah**  
Chief Executive Officer



“Access to medicine remains at the heart of our sustainability strategy.”

I'm pleased to present Hikma's Sustainability Report for 2025. Over the past year, we have continued to make meaningful progress on our sustainability agenda, guided by our purpose of putting better health within reach, every day. By operating within our sustainability framework and focusing on our four pillars, we are supporting the long-term success of our business while delivering on our responsibilities to patients, colleagues, communities and other stakeholders. We maintain our firm commitment to upholding the principles of the United Nations Global Compact.

Access to medicine remains at the heart of our sustainability strategy. Across our global operations, teams work collaboratively to ensure high-quality medicines are consistently available to those who need them, while continuing to introduce new treatments that address evolving patient needs. In 2025, our investments in manufacturing capacity, product development and partnerships strengthened our ability to improve access and provide reliable supply in the markets we serve.

### Strengthening our foundations

During the year, we continued the evolution of our sustainability framework following input from our Double Materiality Assessment, ensuring that our priorities remain aligned with both our business strategy and stakeholder expectations. Advancing health and wellbeing continues to be our most material area, encompassing access to medicines, product quality and patient safety, and our wider social responsibility initiatives.

Our commitment to operating responsibly is further reinforced by our recently issued Human Rights Statement, which affirms our endorsement of the right to health and outlines our approach to safeguarding fundamental human rights across our value chain. Acting with integrity and transparency remains central to how we do business.

### Empowering our people

Our people are our most valuable asset. Early in 2026, we completed our latest People Voice Survey, which highlighted strong levels of engagement and provided clear insight into how we can continue to enhance the employee experience. This feedback helps shape our approach to wellbeing, development and inclusion, and supports our ambition to foster a culture of progress and belonging across the Group.

### Protecting the environment

Environmental sustainability remains an important focus area. Water is a critical resource for Hikma, both because of its importance in pharmaceutical manufacturing and because we operate in several water-scarce regions. During the year, we took further steps to improve water efficiency and established a long-term target focused on the efficient use of water at our MENA sites.

We also continue to pursue energy efficiency initiatives and clean energy alternatives where feasible. Progress towards our 2030 Scope 1 and 2 emissions reduction target remains on track, and we are actively evaluating options for our carbon reduction strategy beyond 2030.

### Looking ahead

As expectations, regulations and stakeholder priorities continue to evolve, we remain focused on strengthening our sustainability performance and enhancing transparency. We will continue to develop meaningful KPIs that allow us to track progress across our most material topics and support long-term value creation.

I would like to thank our colleagues for their continued dedication and our stakeholders for their ongoing support as we work together to act responsibly and shape a healthier world.

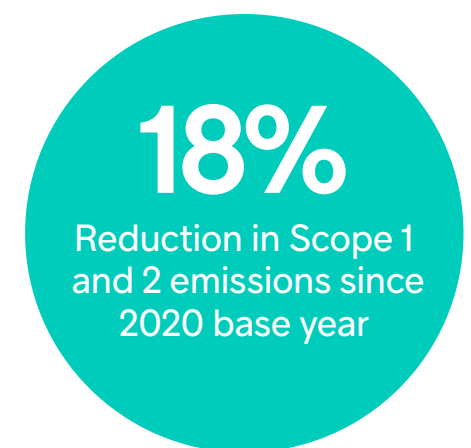
**Said Darwazah**  
Chief Executive Officer



[Discover how we're advancing health and wellbeing](#)



[Discover how we're empowering our people](#)



[Discover how we're protecting the environment](#)



[Discover how we're operating responsibly and ethically](#)

# Our highlights and recognition

## Sustainability highlights



Modern Slavery Act  
2015

Signatory to the  
Modern Slavery Act



Signatory to the United  
Nations Global Compact

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

Signatory to the  
United Nations Women's  
Empowerment Principles



Ranked in the 11th percentile of  
the Pharmaceuticals sub-industry  
(first is lowest risk)



Achieved a score of B for CDP  
Climate Change and Water 2025



Achieved an ESG rating  
score of BBB

Best Communication  
Award at European  
Mediscience Awards 2025



Governance and Women on  
Boards Award at the 2025  
UN Women's Empowerment  
Principles Annual Meeting



## Awards won this year

- Acquisition of the Year (Xellia) at the Global Generics & Biosimilars Awards 2025
- Best Communication Award at the European Mediscience Awards 2025
- Hikma Pharmaceuticals ranked as #2 Largest Manufacturing Employer in Central Ohio by Columbus Business First
- Hikma KSA earns Great Place to Work® Certification for 2025
- Hikma Egypt earns Great Place to Work® Certification for 2025
- Hikma wins the United Nations "Governance & Women on Boards Award" at the 2025 WEPs End of Year Ceremony
- Hikma KSA awarded the Gold Tier of the Saudi Made label
- Hikma Egypt recognised by the Egyptian Ministry of Labor for its outstanding performance in health, safety and environmental (HSE) practices

Acquisition of the Year  
at the Global Generics &  
Biosimilars Awards 2025



# Sustainability at Hikma



**Being a responsible business sits at the very heart of what we do; striving to put better health within reach, every day and making a difference to people’s lives.**

This report articulates our sustainability-related priorities and communicates our belief that our delivering our Group strategy and fulfilling our purpose of putting better health within reach every day is only possible if we are a responsible and sustainable business.

The fulfilment of our purpose is anchored in our commitment to make medicines more accessible to those that need them. Our Double Materiality Assessment (DMA) helped us identify the key enablers to achieving this as well as the main Impacts, Risks and Opportunities (IROs) related to our business. Our sustainability framework embodies these key priorities.

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Company targets and Key Performance Indicators (KPIs)	9
Determining what is material	11
Our Impacts, Risks and Opportunities	12

# Sustainability topics and pillars

Our sustainability framework organises our Hikma Sustainability Topics (HSTs) into four pillars.

Our primary sustainability focus is advancing health and wellbeing, within which fall the HSTs that were determined to be most material – Access to Medicine and Product Quality, Patient Safety and Social Responsibility, through which we engage our communities to address prevalent health, education and economic issues where we operate.

## Sustainability framework



### Ensuring access to high-quality medicines

#### Background

We advance health and wellbeing by using our capabilities and global reach to produce high-quality and more affordable medicines and make them accessible to people who need them.

#### Focus areas

- Access to medicines
- Product quality and patient safety
- Social responsibility

#### Why this is important to us

We are in the business of making medicines accessible across our geographies, including for underserved populations in lower-income countries. Providing generic alternatives is at the core of our access to medicine ambition, and we have a broad product portfolio and pipeline to enable this. As a manufacturer of medicines, maintaining high quality and patient safety standards is imperative to how we do business and underpins our success as an organisation.

#### Pinnacle metric

**222m**

Patients treated<sup>1</sup>  
(2025)

#### KPIs

- Number of patients treated
- Number of new product launches
- \$ amount invested to increase production capacity
- Social responsibility: Beneficiaries from community activities
- \$ value of charitable donations

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Sustainability framework

The diagram illustrates the Sustainability Framework. At the center is a blue circle with a white icon of a hand holding a globe, labeled "Advancing health and wellbeing". Surrounding this central circle are three other pillars, each with its own icon and label: "Empowering our people" (purple circle with a heart and hand icon), "Protecting the environment" (teal circle with a plant and hand icon), and "Operating transparently and ethically" (pink circle with a scales of justice and hand icon). Plus signs (+) are placed between the pillars and around the central circle, indicating their interconnectedness.

Shaping a culture of progress and belonging

**Background**

We empower our people by shaping a culture of progress and belonging, enabling our people to grow and thrive within our organisation.

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**Focus areas**

- Wellbeing and development
- Inclusivity
- Operational health and safety

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**Why this is important to us**

Our people are our most valuable asset, and we are committed to creating an inclusive workplace that empowers employees' growth and advancement. Ensuring the health and safety of our employees is paramount and we have programmes and policies in place to safeguard their welfare and wellbeing. These priorities contribute to stronger retention and the development of our future leaders.

**Pinnacle metric**

73%

People voice survey engagement (2025)

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69%

People voice survey enablement (2025)

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**KPIs**

- People voice survey (engagement and enablement)
- Average hours of training per colleague
- Lost time incidence rate
- Enhance our organisational culture by improving employee confidence in ethical conduct, wellbeing support, and senior leadership

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## Sustainability framework



## Supporting a healthier planet



### Background

We aim to minimise, and over the long-term, eliminate our impact on the environment.

### Focus areas

- Greenhouse gas emissions
- Water management

### Why this is important to us

We are committed to responsibly managing, and where possible, reducing our use of energy and water in order to address these impacts. We do this by pursuing opportunities to optimise manufacturing processes and utilise cleaner, more efficient options.

### Pinnacle metric

**18%**

Scope 1 and 2 CO<sub>2</sub> emissions reduction since 2020 (2025)

### KPIs

- By 2030, reduce our Scope 1 and Scope 2 emissions by 25% (baseline: 2020)
- By 2026, introduce long-term carbon reduction targets and implement key renewable energy projects
- Obtain good water stewardship by implementing key aspects of ISO 46001 Water Efficiency Management in all manufacturing locations

# Sustainability topics and pillars

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## Sustainability framework



### Operating transparently and ethically



#### Background

We believe in building trust by acting with transparency and integrity, and by upholding high ethical standards. This oversight extends across our value chain, impacting our suppliers and customers.

#### Focus areas

- Ethical business conduct
- Corporate governance
- Responsible value chain

#### Why this is important to us

Maintaining high ethical standards and transparency is fundamental to how we do business. This is reflected in our corporate governance structure and processes and extends across our entire value chain. Oversight of sustainability sits at the Board level, and we have established Executive-level committees to ensure sustainability remains embedded in our corporate strategy.

#### Pinnacle metric

**99%**

Percentage of employees that received CoC training (2025)

#### KPIs

- Code of Conduct (CoC) completion rate
- Supplier CoC Compliance Survey
- Suppliers monitored for ethical issues, including modern slavery (percentage of annual spend)
- Suppliers screened for environmental criteria (percentage of annual spend)

# Our key performance metrics

Embedded within our sustainability framework are pinnacle and supporting metrics associated with the Hikma Sustainability Topics across our four pillars.

We developed a Key Performance Indicator (KPI) framework that enables us to track and communicate our progress in relation to the sustainability topics that are most material to our organisation. The diagram below outlines the KPIs linked with our sustainability framework, distributed across our four pillars. Each pillar includes one pinnacle metric in bold, with multiple supporting metrics. While the pinnacle metric represents the most prioritised metric within each pillar, the suite of metrics collectively provide an integrated and holistic perspective on our progress towards sustainability-related Company ambitions.



1. Source: Based on internal analysis by Hikma Pharmaceuticals PLC using data from the following source: IQVIA Analytics Link Q4 2025 for the calendar year 2023, 2024 & 2025, reflecting the estimates of real-world activity. Copyright IQVIA. All rights reserved. Methodology: Drug-treated patient values are derived by converting disease-specific volume sales for each drug to estimated treated patient numbers, adjusted for dosing, duration and compliance, but not concomitance.




# Company targets and Key Performance Indicators (KPIs)

We have established Company-wide and Executive-level KPIs linked to remuneration to drive sustainability performance.

Maintaining clear and measurable ambitions across multiple themes helps to drive our performance and fulfill our Group strategy.


We have linked environment-related targets to the three-year Long-term Incentive Plan (LTIP) and the annual bonus award for the Executive Chairman, the Executive Vice Chairman of the Board and the CEO. Our targets are related to access to medicine, people empowerment, ethical and transparent operations, emissions reduction and water stewardship.

## Sustainability-related Company and Executive KPIs

Description	Rationale	KPI type	Sustainability pillar	Status	Reference
By 2030, reduce our Scope 1 and Scope 2 emissions by 25% (baseline: 2020)	Hikma views climate change mitigation as material from an impact and financial perspective	Company-wide	Protecting the environment	Partially achieved	 Read more Protecting the environment section
By 2026, introduce long-term carbon reduction targets and implement key renewable energy projects	Maintaining long-term ambitions related to carbon and expanding our renewable energy capacity is central to Hikma’s environmental sustainability strategy	Company-wide	Protecting the environment	On track	 Read more Protecting the environment section
Good water stewardship measured by attainment of key aspects of the ISO 46001 Water Efficiency Management System in all manufacturing locations verified by an independent third party  <b>Threshold:</b> Foundational requirements delivered at all sites  <b>Target:</b> Threshold plus all MENA sites deliver targets and measurements and data  <b>Maximum:</b> Target extended to all sites	Hikma has significant operations in water-stressed countries in MENA and recognises the importance of good water consumption practices at our manufacturing and for our communities. Hikma views water as material from an impact and financial perspective	Long-term incentive award	Protecting the environment	On track	 Read more Protecting the environment section

**Company targets and Key Performance Indicators (KPIs)**  
continued

**Sustainability-related Company and Executive KPIs**

Description	Rationale	KPI type	Sustainability pillar	Status	Reference
Strategic: Pipeline development	To continue Hikma’s growth the Executive Directors have been set a number of targets regarding pipeline development. These will be disclosed in the 2026 Annual Report	Annual bonus 2026	Access to medicine	On track	 Read more Annual Report 2025, page 146
Strategic: Engagement and culture	Enhance our organisational culture by improving employee confidence in ethical conduct, wellbeing support, and senior leadership	Annual bonus 2026	Empowering our people	On track	 Read more Annual Report 2025, page 146
Strategic: Compliance and governance	Strengthen accountability for governance, compliance, financial controls, risk management, and the development of a positive speak-up culture	Annual bonus 2026	Operating transparently and ethically	On track	 Read more Annual Report 2025, page 146

# Determining what is material

In 2025, we conducted a Double Materiality Assessment (DMA) in line with the Corporate Sustainability Reporting Directive (CSRD) and EFRAG’s ESRS guidance. The insights gained from the DMA shape our approach to sustainability and ensure its full alignment with our Company purpose and the priorities of our stakeholders.

[View our DMA process overview](#)

Through the assessment, we identified and prioritised sustainability topics that are significant to our financial performance (financial materiality) and those that have a material impact on stakeholders, including our people, the environment and society (impact materiality).

The DMA process has helped us refine and prioritise our sustainability framework and strategy; putting access to health and wellbeing at the centre of our approach and increasing our focus on delivering these through the introduction of new metrics and Key Performance Indicators (KPIs).

In 2025, revisions to the European Sustainability Reporting Standards (ESRS) were considered, which amended disclosure requirements, guidance and timelines for adoption. Hikma is actively monitoring these revisions and assessing changes to ensure alignment with all current and future reporting requirements. We expect reporting in alignment with CSRD to become mandatory for the Group in 2028, given the revised Omnibus directive that altered timelines and requirements for companies reporting on the framework.

The DMA was led by our Sustainability Team, with significant input from leaders and teams across all functions and geographies and was overseen by the Board through the CREC.

The assessment considered our business model, Company purpose, upstream and downstream value chain, and key stakeholder insights. The DMA also considered regional and sector-specific factors, the key sustainability priorities of our peers, as well as current and anticipated regulatory requirements. The methodology used for conducting this DMA is aligned with the ESRS standards for the application of the EU CSRD. Topics that are identified as material through the DMA process are defined internally as Hikma Sustainability Topics (HSTs).

[View our value chain](#)

[View our stakeholder engagement](#)



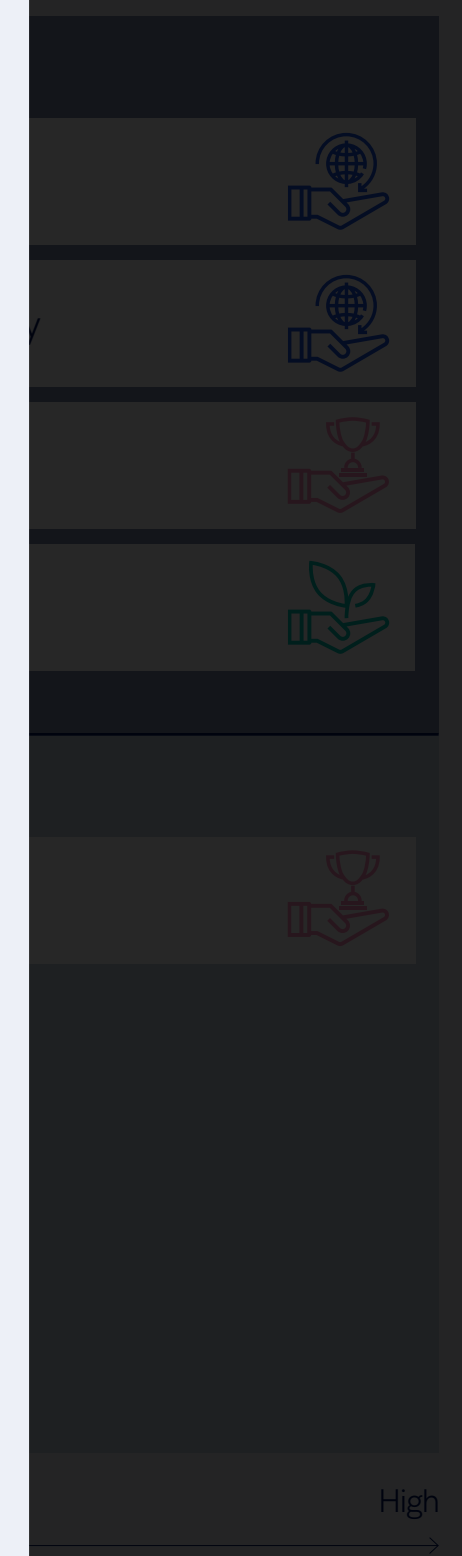
## Overview of the DMA process



Determ  
what is

In 2025, we cond  
Materiality Asses  
with the Corpora  
Reporting Direct  
EFRAG's ESRS g  
gained from the  
approach to sust  
its full alignment  
purpose and the  
stakeholders.

[View our DMA proce](#)



## Our value chain



**Three Business Segments:**

- Injectables
- Rx
- Branded

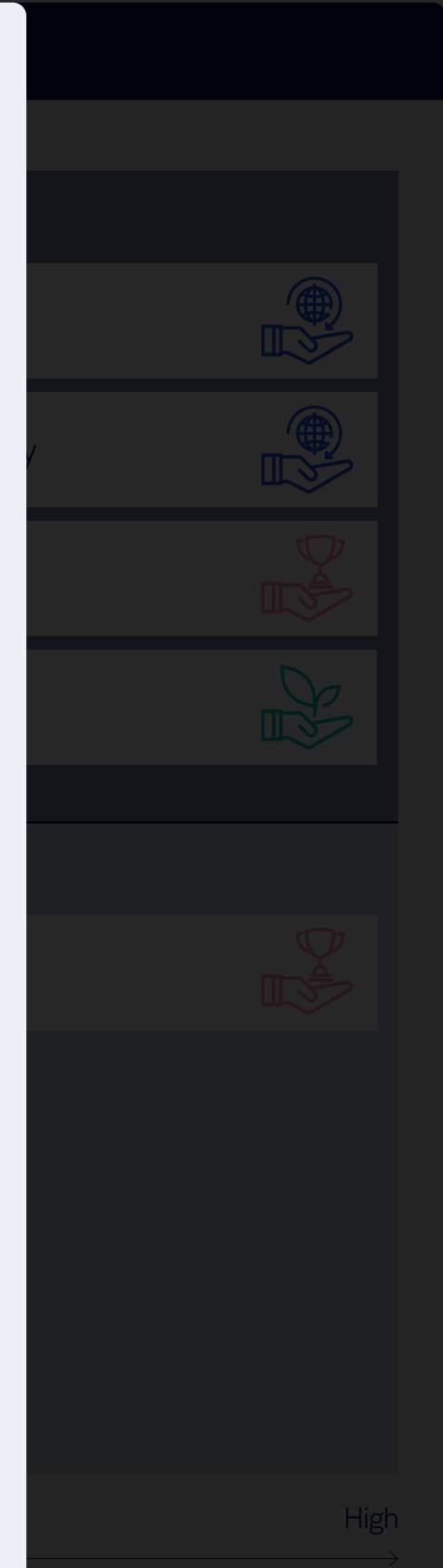
**Business partnerships:**

- In-licensing partners
- Profit-sharing partners
- Contract Manufacturing operations

# Determ what is

In 2025, we cond  
Materiality Asses  
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[View our DMA proce](#)



High

# Stakeholder engagement



## Healthcare professionals and patients

Our purpose is to put better health within reach, every day for Healthcare Professionals (HCPs) and their patients. We engage with doctors, clinicians and pharmacists to better understand their needs, helping them treat the patients they serve.

### Why is it important to engage with this group and what do they expect from us?

HCPs and patients need us to:

- consistently provide a broad portfolio of products
- improve access to high-quality, affordable medicines
- align our commercial activities, operations and R&D efforts with the changing and evolving needs of patients and HCPs

### How we engage across the Group

- Our commercial teams meet regularly with HCPs to better understand their needs and keep them informed about our products
- In MENA, we run regular forums bringing together key opinion leaders, HCPs and global research institutes to share knowledge and raise awareness of healthcare trends and disease management
- We meet with patient advocacy groups for diseases such as multiple sclerosis, cancer and diabetes

### How we engage at Board level

- The Compliance, Responsibility and Ethics Committee (CREC) is responsible for direct oversight of the Group's approach to ethical issues associated with HCPs and ensures the compliance function is operating effectively
- Our management teams present to the Board at least once per year, providing updates on how we are addressing the needs of patients and healthcare providers across our markets

### Outcomes and actions

- Continued to partner with global innovative companies to bring treatments and wider healthcare solutions to MENA, including Celltrion for an expanded range of biosimilar treatments for the region
- Through the consumer-focused platform, Hiyat Hilweh, we raise awareness for patients on conditions and diseases most prevalent in MENA, including hypertension and breast cancer
- Increased manufacturing capacity for injectables in Europe by expanding our lyophilisation capacity in Italy
- Through our partnership with Bio-Thera in the US, we launched Starjemza™, a biosimilar referencing Stelara® (ustekinumab) Injection, bringing a more affordable option for HCPs and patients
- Launched Tyzavan® (vancomycin injection, USP) in the US, a critical antibiotic used to treat sepsis in hospitals. This room-temperature stable, pre-filled, ready to use bag will help hospitals, pharmacists, doctors, and nurses treat patients faster, more easily, and with reduced risk

## Customers

Our customers are our business partners and we are committed to providing them with a consistent and reliable supply of high-quality medicines. We work closely with Group Purchasing Organisations (GPOs), hospitals, retailers, wholesalers and other customers to build strong relationships and enhance service levels.

### Why is it important to engage with this group and what do they expect from us?

Customers need us to:

- offer a broad product portfolio
- have a consistent and reliable supply of medicines
- maintain service levels

Our commercial teams work closely with our different customers to understand their needs, reduce drug shortages and ensure we invest in the products, manufacturing capacity and capabilities needed to meet their requirements

### How we engage across the Group

- We have commercial, sales and marketing teams dedicated to our varied customer groups in North America, MENA, and Europe
- Our customer discussions inform our pipeline decisions, in an effort to bring them the products most in need

### How we engage at Board level

- Commercial leads present to the Board at least once a year providing updates on our customer relationships and how we are meeting customer needs
- As part of its strategic review process, the Board reviews information on the generic pharmaceutical customer landscape
- The Board periodically receives industry updates from leading external professional groups

### Outcomes and actions

- Continued to build our portfolio to address specific growing healthcare needs and therapeutic areas. In 2025 we had 84 new launches across our markets
- Worked with our customers to understand their needs and how we can work to improve service levels where required
- Prepared our Columbus, Ohio facility in readiness for our previously announced significant long-term contract manufacturing agreement with a global pharmaceutical company
- Continued to invest in domestic US capacity through our refurbishment and upgrades to our recently acquired Bedford, Ohio facility which will house specialised capabilities such as aseptic bag filling and lyophilisation

# Stakeholder engagement



## Employees

Our people are at the heart of everything we do. As the driving force behind Hikma’s growth and success, our people are our most valuable asset.

### Why is it important to engage with this group and what do they expect from us?

Our people need us to:

- support them and provide development and growth opportunities
- protect their health and safety
- foster a diverse and inclusive culture

The passion and commitment of our people to our values is key to delivering our purpose and supports our growth plans. One of our key strategic priorities is to build a culture that inspires and enables our people, one in which they are empowered to drive innovation and are committed to caring for customers, patients and communities around the world.

### How we engage across the Group

- We are committed to empowering our people by offering ongoing training and diverse learning experiences that are accessible and engaging. Our goal is to support career growth and lifelong learning for all our people
- Our Group-wide principles for ensuring employee health and safety are outlined in our Group Environmental, Health and Safety Policy Statement, which is available on our website [www.hikma.com](http://www.hikma.com). We also have local policies and procedures in place
- We conduct people surveys and use this feedback to improve our performance and culture
- We have an active internal communications programme to keep colleagues engaged and informed on Group strategy, progress, culture, values and sustainability

### How we engage at Board level

- Laura Balan has Board-level responsibility for employee engagement. She undertakes an active programme of engagement each year and reports formally to the Board on her findings
- The Board receives regular reports on engagement activities with employees, including people surveys and events or feedback directly given by the Executive Committee (EC)
- Board members gave direct input to the content of questions in the 2026 workforce engagement survey, with an increased focus on culture

### Outcomes and actions

- Maintained open channels of communication through regular all-employee updates from leaders, manager-led discussions, and ongoing dialogue around organisational changes
- Introduced a range of wellbeing activities across our sites, including exercise and fitness events, sports tournaments, and family connection activities such as ‘Open Family Day’ and ‘bring your kids to work’ events
- Supported career growth; we introduced a more transparent grading structure, developed clearer career pathways, expanded leadership development opportunities, and formalised a mentoring programme
- Recognition activities and our Great Place to Work® certifications in Egypt and KSA further reinforced pride and belonging across our teams
- Fairness around opportunity shaped our work on updating the Group Inclusion Policy. We refreshed the Talent Acquisition Policy and strengthened how we embed inclusion into hiring, progression, communication, and development

## Communities and environment

Our vision is to create a healthier world that enriches all our communities by developing high-quality medicines and making them accessible to those who need them. We are a responsible and sustainable company and have a duty of care towards our communities and the environment.

### Why is it important to engage with this group and what do they expect from us?

Our communities value our efforts to:

- improve healthcare quality and access to medicines
- strengthen educational infrastructures
- support local communities and people in need
- minimise our impact on the environment

Since its inception, Hikma has been dedicated to transforming people’s lives by providing the medicines they need and supporting the communities where we live and work. Making positive contributions to the communities where we operate, and providing assistance to those in need, supports long-term sustainable growth, while positively impacting society.

We also strive to minimise our environmental impacts and are committed to making our operations more energy efficient.

### How we engage across the Group

- We have developed collaborative partnerships and programmes to promote positive change and address the needs of our communities. These initiatives include increasing access to medicine, supporting education and assisting refugees and low-income groups

- We work internally to progress our understanding of climate-related risks and opportunities and are working to achieve our GHG emissions reduction target

### How we engage at Board level

- The Board, through the CREC, oversees our sustainability strategy and monitors our progress against our ESG-related targets
- Our Executive Vice Chairman sits on our Access to Medicine Committee, which is co-chaired by our Executive Vice President of Corporate Development and M&A
- Our Executive Vice President of Strategic Planning and Global Affairs, who reports directly to the CEO, oversees our sustainability team, with our VP of Sustainability responsible for implementation of the Group sustainability strategy.

### Outcomes and actions

- Refreshed our Acting Responsibly framework, with input from the CREC
- Elevated access to medicine within our sustainability framework as our pinnacle sustainability topic
- Delivered \$2.6 million in medicine donations in 2025 (value based on cost of goods)
- Achieved a 18% reduction in Scope 1 and 2 GHG emissions since 2020
- Increased onsite renewable energy generation capacity by 354% since 2021.
- Prioritised water management in water-stressed locations, increasing water storage Groupwide by 17%

High

# Stakeholder engagement



## Government and regulators

Our industry is highly regulated and we must operate in accordance with a wide range of industry and government policies and regulations, including those of the US FDA, the European Medicines Agency (EMA), MENA health authorities and other regulatory agencies across our markets.

### Why is it important to engage with this group and what do they expect from us?

Our regulators expect us to:

- adhere to regulatory requirements
- maintain high-quality manufacturing facilities
- provide safe and effective medicines

Quality is in everything we do and has been since our inception. We need to ensure that our quality systems operate in full compliance with the requirements of international agencies as well as domestic regulatory bodies.

### How we engage across the Group

- We have strong internal pharmacovigilance, regulatory and quality teams that ensure our quality systems operate in full compliance with the regulatory requirements of the FDA, the EMA, MENA health authorities and other regulatory agencies across our markets
- We work closely with local governments and regulatory bodies to ensure current and proposed regulations and policies support patients' needs and our operations

### How we engage at Board level

- The Board receives regular reports on relations with regulators, particularly from a manufacturing quality and product approval perspective, and receives an update on legal matters at each meeting
- The Board oversees the Group's risk programme and receives reports on relevant issues, which include specific principal risks covering product quality and safety and legal, regulatory and intellectual property

### Outcomes and actions

- Continued to engage in shaping US generic pharmaceutical policies and legislation as a member of the Association of Accessible Medicines (AAM) trade association
- Engaged with US elected officials and policymakers to help educate key members of Congress and their staff about Hikma's position as one of the largest US generic medicine providers, our strong and growing US manufacturing capabilities, our broad portfolio of essential medicines and our ability to help solve domestic drug shortages. Our goal is to develop and maintain supportive relationships with those who are developing and enacting legislation that strengthens the US supply of high-quality generic medicines, including those we produce
- In June 2025 we hosted key US government representatives at our Columbus, Ohio site for a groundbreaking event to highlight the investment being made by Hikma in domestic manufacturing
- Regularly met with governing bodies and industry regulators in MENA to understand the unmet healthcare needs in key markets

## Suppliers

We have an extensive global network of suppliers who provide us with the goods and services needed for us to deliver our medicines. We actively engage with our suppliers to ensure the social, ethical and environmental standards we require are upheld.

### Why is it important to engage with this group and what do we expect from them?

We want our suppliers to:

- uphold high ethical standards
- operate in a responsible and sustainable manner
- work collaboratively to build strong relationships

Our suppliers are critical to our business, and their products and expertise support us in the delivery of high-quality medicines to patients around the world. Working together and building strong relationships not only enables us to deliver on our purpose but it also ensures we have a sustainable and resilient supply chain.

Operating responsibly and ethically is vital to our long-term success, and we work with our suppliers to ensure the social and ethical standards we require are upheld.

### How we engage across the Group

- We conduct quality audits, in line with our Group audit policy and regulatory requirements, prior to onboarding new API suppliers and on a regular basis for our current supplier base
- We reinforce our local sourcing and procurement presence in our key supplier markets to secure preferred access to capacity, innovation and pricing
- We share our Supplier Code of Conduct (CoC) through our supplier onboarding process, which sets out the standards we expect from all our suppliers, including

fundamental principles on human rights, modern slavery and our sustainability expectations

- We conduct initial and ongoing due diligence to assess third-party risks and run sustainability assessments through IQ+Vitals and our Hikma sustainability questionnaire, and regularly work with our suppliers to improve their sustainability maturity levels
- We engage with our suppliers to understand their commitments and efforts to reduce GHG emissions as well as the future impact on our Scope 3 emissions

### How we engage at Board level

- The Board receives updates on supplier issues as part of its review of operational matters
- The Board oversees the Group's risk programme and receives reports on relevant issues, which include specific principal risks covering API and third-party risk management, and ethics and compliance
- The CREC is responsible for direct oversight of the Group's approach to ethical issues associated with suppliers

### Outcomes and actions

- Introduced IQ+Vitals, a tool to enhance our ability to assess a large volume of suppliers efficiently, enabling us to assess suppliers who cover nearly 75% of our annual procurement spend
- Established and rolled out a Supplier Code of Conduct (SCoC) Survey to measure the alignment of key suppliers' with our SCoC, achieving a response rate of 54%.
- Maintained a dedicated process to identify suppliers at risk of modern slavery, following the creation of a specialised task force
- Embraced automation in the Supplier CoC acknowledgment process, ensuring that our expectations are clearly communicated and understood before commencing collaboration.

High



# Stakeholder engagement

## Investors

We maintain regular contact with investors to ensure they have a thorough understanding of our business. Our investors are largely global institutions and include both equity and debt holders.

### Why is it important to engage with this group and what do they expect from us?

Our investors want us to:

- deliver sustainable long-term value
- effectively communicate our long-term strategy, financial and operational performance and growth drivers
- meet industry and global standards for good ESG practices

We ensure our investors have an in-depth understanding of our operations, financial performance, growth drivers and ESG efforts. The Board receives regular updates and feedback on these activities. This helps ensure that the views of our investors are considered in the Board's decision-making.

### How we engage across the Group

- We maintain regular contact with our shareholders through a comprehensive investor relations (IR) programme of conferences, roadshows, meetings and site visits
- We maintain regular dialogue with our debt holders and rating agencies
- We communicate our strategy and financial performance through regular financial reporting and investor events, such as the Annual General Meeting (AGM)

- A targeted external communications programme ensures we are informing key audiences on our strategic progress and impact on our communities

### How we engage at Board level

- The Board receives regular updates on the IR programme, including investor feedback from the AGM, IR meetings and investor perception studies
- The Executive Directors are informed of and participate in investor engagement activities on a regular basis
- The Non-Executive Directors make themselves available to meet with investors as required in the conduct of their responsibilities (eg as Chair of a committee) and are available to shareholders at the AGM to answer related questions

### Outcomes and actions

- Maintained regular contact with our analysts and investors to give business updates. We met with over 190 investors in over 250 meetings in 2025
- Hosted a site visit for sell-side analysts and investors at our manufacturing facility in Columbus, Ohio, providing a deep dive into our Hikma Rx and Injectables businesses and the opportunity to meet with the US leadership team
- Provided EC and Board members with third-party perception studies to gauge investor sentiment
- Successfully refinanced our \$500m Eurobond, with an improved credit rating of BBB from BBB- under Fitch Ratings and S&P Global Ratings, providing confidence to investors in Hikma's financial health
- Engaged in multiple investor conferences and a series of fireside chats with senior management and analysts to increase visibility and transparency

# Our Impacts, Risks and Opportunities

Through the DMA, we assessed the Impacts, Risks and Opportunities (IROs) related to each sustainability topic and determined which IROs fall within our materiality threshold, from either a financial or an impact materiality perspective (see table below). We also took into account our unique Company purpose and its long-standing commitment to society and philanthropy, leading us to include social responsibility activities as part of our framework under the Advancing health and wellbeing pillar.

## Summary of material IROs identified through our DMA

Topic	IRO name	ESRS reference	IRO type	
Climate change	<b>Climate change mitigation:</b> Greenhouse gas emissions resulting from our raw materials sourcing, manufacturing processes, distribution activities and the disposal of medicines contribute to climate change.	E1	<ul style="list-style-type: none"> <li>- Impact (negative, actual)</li> <li>- Upstream, own operations and downstream (across the value chain)</li> </ul>	<a href="#">Read more</a>
	<b>Water</b>	<b>Water consumption:</b> The availability of fresh water supplies is critical to our manufacturing processes and must be managed responsibly to ensure local communities and ecosystems have access, particularly in water-stressed areas such as the Middle East.	E3	<ul style="list-style-type: none"> <li>- Impact (negative, actual)</li> <li>- Risk</li> <li>- Own operations (mainly MENA countries)</li> </ul>
Own workforce	<b>Working conditions – secure employment:</b> Hikma’s working environment provides the conditions for the Company to attract and retain skilled talent. It includes access to high-quality benefits, development programmes and a workplace with a strong corporate culture, which in turn affect employee engagement levels and promote stability.	S1	<ul style="list-style-type: none"> <li>- Impact (positive, actual)</li> <li>- Own operations (enterprise-wide)</li> </ul>	<a href="#">Read more</a>
	<b>Working conditions – health and safety:</b> Hikma’s Health & Safety Policy Statement ensures appropriate governance of health and safety initiatives and the accuracy of information to understand and safeguard employee wellbeing and safety across Hikma’s operations.		<ul style="list-style-type: none"> <li>- Impact (positive, actual)</li> <li>- Own operations (enterprise-wide)</li> </ul>	<a href="#">Read more</a>
	<b>Equal treatment and opportunities for all – training and development:</b> Hikma promotes equitable treatment across its global workforce. Every Hikma employee, across all functions and grades, has access to career growth and development opportunities through training and skills development programmes and initiatives.		<ul style="list-style-type: none"> <li>- Impact (positive, actual)</li> <li>- Own operations (enterprise-wide)</li> </ul>	<a href="#">Read more</a>
Consumers and end-users	<b>Social inclusion of consumers and end-users:</b> Through the manufacture of high-quality, affordable medicines, Hikma is providing patients with access to essential treatments, particularly when addressing unmet needs in underserved markets and demographics. By focusing on the medicines that patients need most across Hikma’s global markets, Hikma is able to strengthen its market position and enter new markets.	S4	<ul style="list-style-type: none"> <li>- Impact (positive, actual)</li> <li>- Opportunity</li> <li>- Own operations and downstream (enterprise-wide and across downstream value chain)</li> </ul>	<a href="#">Read more</a>
	<b>Personal safety of consumers and end-users:</b> Hikma leverages the strength of its manufacturing operations to ensure the continuous supply of medicines, while adhering to strict product quality and patient safety standards, supporting positive patient outcomes and positioning Hikma as a leading supplier across its global markets.		<ul style="list-style-type: none"> <li>- Impact (positive, actual)</li> <li>- Risk</li> <li>- Own operations and downstream (enterprise-wide and across downstream value chain)</li> </ul>	<a href="#">Read more</a>
Business conduct	<b>Corporate culture:</b> Hikma’s corporate culture focuses on the values of caring, collaboration and innovation, which are integrated into all aspects of the Company’s operations, affecting financial performance.	G1	<ul style="list-style-type: none"> <li>- Impact (positive, actual)</li> <li>- Opportunity</li> <li>- Upstream, own operations and downstream (across the value chain)</li> </ul>	<a href="#">Read more</a>
	<b>Corruption and bribery incidents:</b> Ethical conduct to ensure vigilance against corruption or bribery is essential for Hikma, as a pharmaceutical company, to uphold its reputation and protect itself from financial losses.		<ul style="list-style-type: none"> <li>- Risk</li> <li>- Upstream, own operations and downstream (across the value chain)</li> </ul>	<a href="#">Read more</a>

# Our focus areas



We focus on sustainability issues based on their materiality which enables us to create shared value for our business and stakeholders.

## IN THIS SECTION



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Pinnacle metric:  
**222m**  
Patients treated globally



# Advancing health and wellbeing

## Ensuring access to high-quality medicines

Our purpose is to put better health within reach, every day. We do this by producing high-quality medicines and making them accessible to those who need them.

Providing access to medicine is central to our sustainability agenda and we are committed to improving accessibility across our geographies.



See the summary IRO table for a detailed overview of the impacts, risks, and opportunities for this focus area.



# Advancing health and wellbeing



## Identified material impacts, risks and opportunities (IROs)

IRO description	Category	Value chain
Access to products and services	Positive impact, Opportunity	Own operations and downstream
Social inclusion of consumers and end-users	Positive impact, Opportunity	Own operations and downstream
Personal safety of consumers and end-users	Positive impact, Risk	Own operations and downstream

- Key
- Positive impact
  - Opportunity
  - Negative impact
  - Risk

Pinnacle metric:

# 222m

Patients treated globally

See the summary IRO table for a detailed overview of the impacts, risks, and opportunities for this focus area.

quality medicines  
 health within reach,  
 producing high-quality  
 accessible to those  
 is central to our  
 are committed to  
 improving accessibility across our geographies.



## Access to medicine

We manufacture high-quality medicines and make them accessible to those that need them. We do this by leveraging our strong manufacturing presence and by working with stakeholders across the healthcare ecosystem, including Healthcare Professionals (HCPs), patients, industry partners, payers and governments.

### Governance of access to medicine

Oversight of our approach to AtM is held at the Board level, with input from an executive-level Access to Medicine Committee. The committee ensures that various functions across the business such as commercial, operations, R&D, business development and others are aligned on our objective to ensure high-quality medicines are accessible in our markets to those that need them.

### Affirming the human right to health

We recognise the critical role of pharmaceutical companies in working within the healthcare ecosystem to make the right to high quality, affordable medicines attainable to all. In our recently published Human Rights Statement, we affirm the fundamental human right to the highest attainable standard of health, and consider our primary contribution in promoting this right to be increasing the accessibility and affordability of our medicines and ensuring that we manufacture and package our products in accordance with the highest quality standards, while maintaining the success of our business. Our Human Rights Statement is published on our website at [www.hikma.com/who-we-are/policy-positions](http://www.hikma.com/who-we-are/policy-positions).

## Our five priority areas to expand access to medicine

We work across five broad themes to drive accessibility and ensure we are responsive to the needs and priorities of patients within our markets



1.

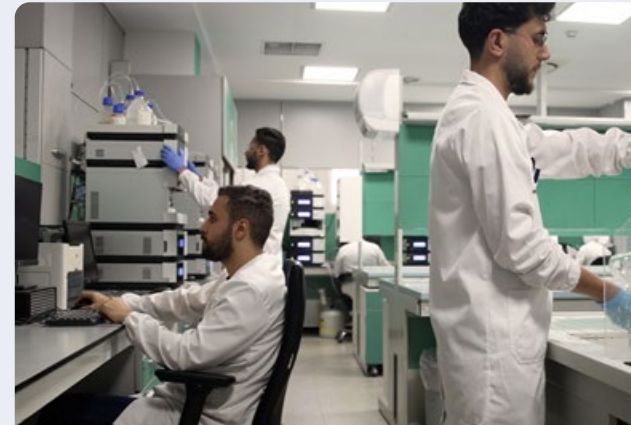
**A strong manufacturing presence with investments in capacity and growth**

We operate across multiple geographies and are making substantial capital investments in manufacturing infrastructure to enhance our capacity to make medicines.



**\$197m**

Capex invested in property or plant equipment



2.

**Prioritising quality in everything we do**

Quality is at the foundation of our operations. Supplying medicines reliably and of the highest quality is our number one priority.



**99%**

Compliance rate for aggregate reports



3.

**Maintaining a broad portfolio and investing in producing complex and differentiated products**

Our focus on research and development and strategic partnerships enables us to expand and enhance our product portfolio in line with evolving patient needs.



**84**

New launches



4.

**Working with patients, healthcare professionals and other stakeholders to strengthen the healthcare ecosystem**

We work with patients, healthcare professionals and others to spread knowledge and raise awareness about disease prevention, treatment and healthy living.



**6,000+**

HCPs engaged in through learning events in MENA



5.

**Responding to crises and urgent social needs**

We provide aid and relief to vulnerable population segments and patients that are affected by emergency situations.



**\$2.6m**

Worth of medicines donated





## Our global manufacturing presence

Our global manufacturing presence is a key differentiator for our business, enabling us to maintain a robust supply network of medicines that caters to local patient needs.

We operate 29 plants and 3 R&D hubs across three continents that supply injectable, oral, respiratory and other generic and specialty products for patients globally. We continuously invest in expanding and enhancing our capabilities, strengthening our ability to leverage our global pipeline to serve local patient needs.

**\$197m**

Capex invested in property or plant equipment



### MENA

### North America

### Europe

In MENA, we operate 20 manufacturing plants across six countries and one R&D hub in Jordan. In 2025, \$82 million was spent to expand our local manufacturing capabilities, including for our new general formulation plant in Tunisia and upgrading our oral oncology plant in Algeria, as well as adding new lines in Saudi Arabia and Jordan. We also began the construction phase of a new facility in KSA and have progressed to validation phases for our new manufacturing plants in Morocco, Algeria and Tunisia.

#### Expanding our presence in 2025

- Algeria - Upgraded our existing facility to a fully-contained oral oncology manufacturing plant, strengthening the reliability of access for cancer patients in the country
- Tunisia - Established a new general formulation manufacturing plant, increasing our capacity to supply medicines to patients in North Africa



**Watch**  
Our new Hikma Algeria injectables plant June 2025 (1 min)

“  
\$82 million was spent to expand our local manufacturing capabilities.”



**20**  
Manufacturing plants



**1**  
R&D hub



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**\$197m**

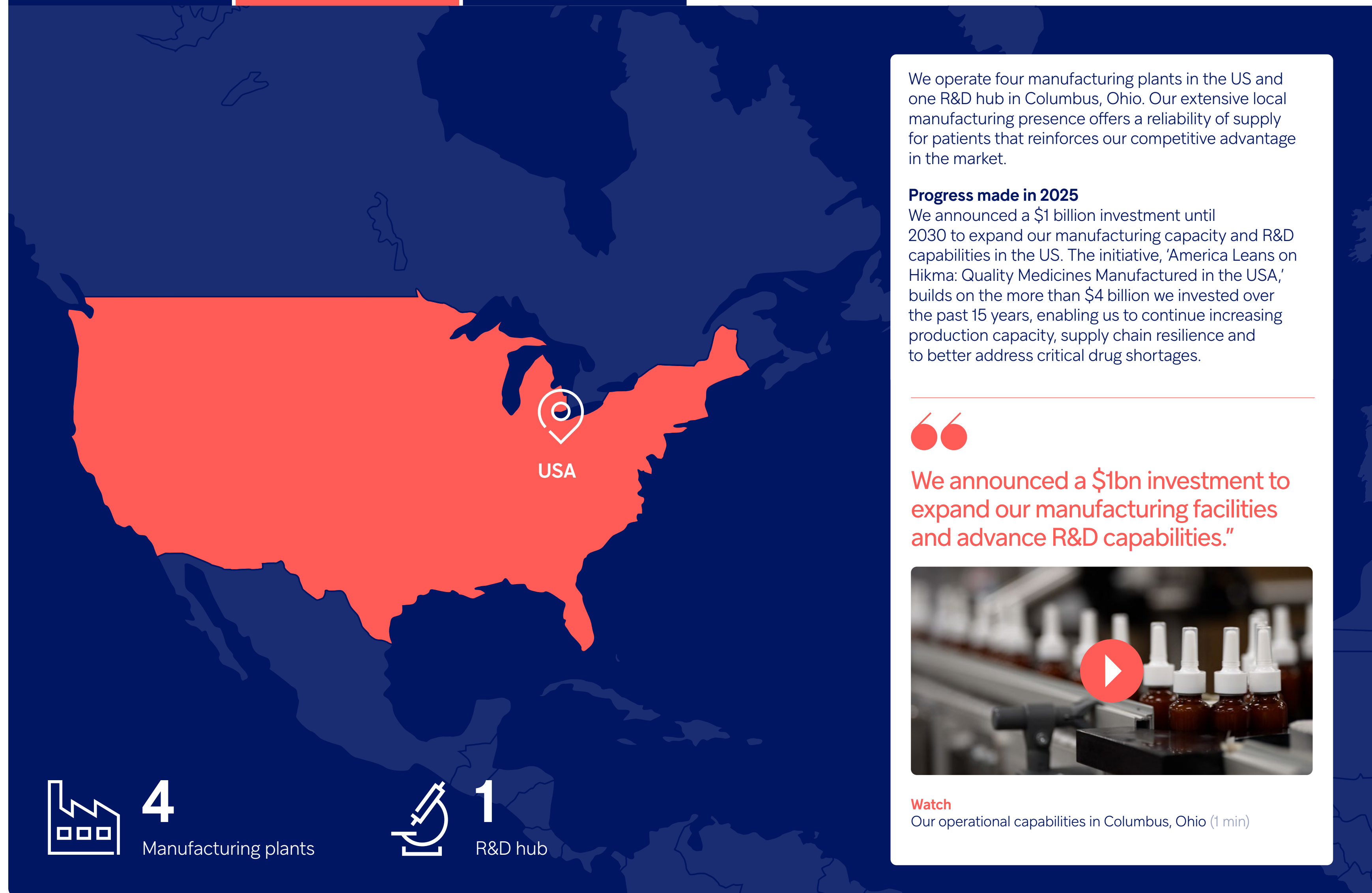
Capex invested in property or plant equipment



MENA

North America

Europe



We operate four manufacturing plants in the US and one R&D hub in Columbus, Ohio. Our extensive local manufacturing presence offers a reliability of supply for patients that reinforces our competitive advantage in the market.

**Progress made in 2025**

We announced a \$1 billion investment until 2030 to expand our manufacturing capacity and R&D capabilities in the US. The initiative, 'America Leans on Hikma: Quality Medicines Manufactured in the USA,' builds on the more than \$4 billion we invested over the past 15 years, enabling us to continue increasing production capacity, supply chain resilience and to better address critical drug shortages.



**We announced a \$1bn investment to expand our manufacturing facilities and advance R&D capabilities."**



**Watch**  
Our operational capabilities in Columbus, Ohio (1 min)



## Our global manufacturing presence

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**\$197m**

Capex invested in property or plant equipment



### MENA

### North America

### Europe

We manufacture sterile injectable products in Portugal, Germany and Italy for both our local and global markets. We also have an R&D hub in Croatia focused on injectable products.

In 2025, we completed production capacity expansions in Portugal and increased our lyophilisation capacity in Italy.

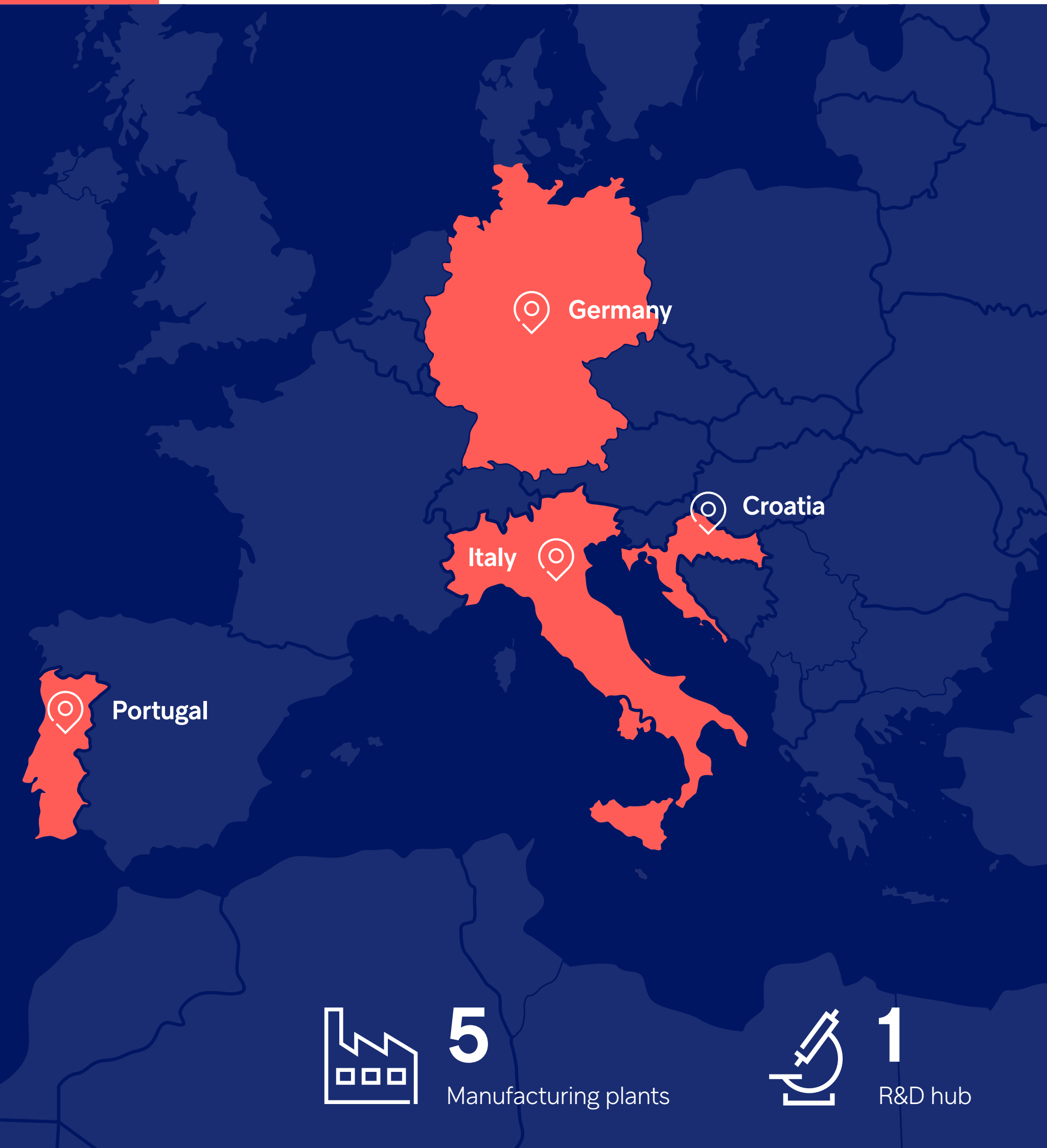
Our regional production capacity enables us to address shortages of essential medicines that are prevalent in Europe, ensuring we are well-positioned to impact key regional policy initiatives such as the Critical Medicines Act.



**In Europe, we are well-placed to supply hospitals and patients and to impact shortage situations in the continent."**



**Watch**  
More about our injectables business (1 min)



**5**  
Manufacturing plants

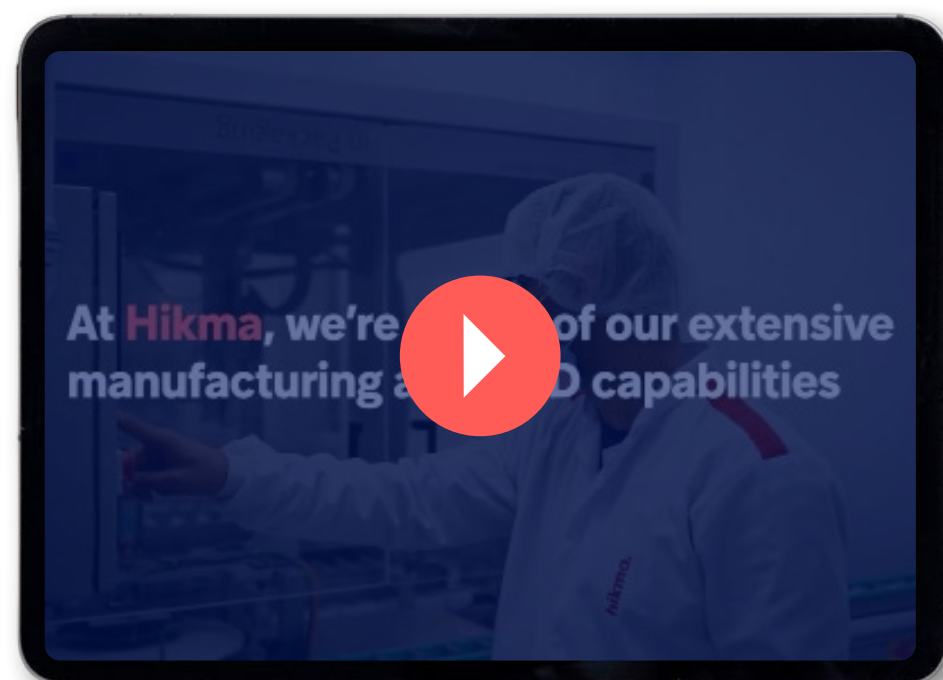


**1**  
R&D hub

**Our focus areas**  
**Advancing health and wellbeing**  
 – Access to medicine

# Bringing new products to market

We are leveraging our partnerships and R&D capabilities to deliver innovative products to our markets. This approach ensures a robust product pipeline and an increase in our ability to provide more complex, high-value products.



**Watch**  
 Learn more about our R&D capabilities  
 (3 mins)

### Partnering to bring new products to market

We work with around 60 partners who entrust us with manufacturing, registering, and commercialisation of over 110 products. We continue to grow and diversify our partnerships to enhance patient access. Notable achievements in 2025 included:

- Expanded our partnership with Celltrion, enabling increased supply of biosimilar products in MENA
- Finalised an exclusive licensing agreement with pharma& to supply innovative oncology treatments to patients in MENA
- Signed a strategic MoU with M42 in the UAE to advance diagnostics and digital tools for patients

### Investing in innovation through a robust R&D pipeline

In 2025, we spent \$151 million on R&D (2024: \$141 million), contributing to the launch of 84 new products and 99 approvals. More information on product submissions, approvals and launches is available in the Data summary.

During the year, we unified our R&D operations, integrating previously separate teams across our Injectables, Hikma Rx, and Branded divisions. This new structure is built around our three core technology platforms: Respiratory, Nasals, Semi-solids and Liquids (RNSSL); Injectables; and Solid Orals. Our global R&D team will focus on the following priorities to support Hikma’s ability to continuously introduce new products:

- Leveraging our combined strengths and expertise as a united and integrated global team
- Accelerating product development, submissions, approvals and launches
- Providing more high-value and increasingly complex products for our colleagues around the world to manufacture and sell
- Delivering consistent and sustainable profit growth and value creation for Hikma and our shareholders



**19%**

Revenue from new business (2023-2025)



**\$151m**

R&D spend (2025)

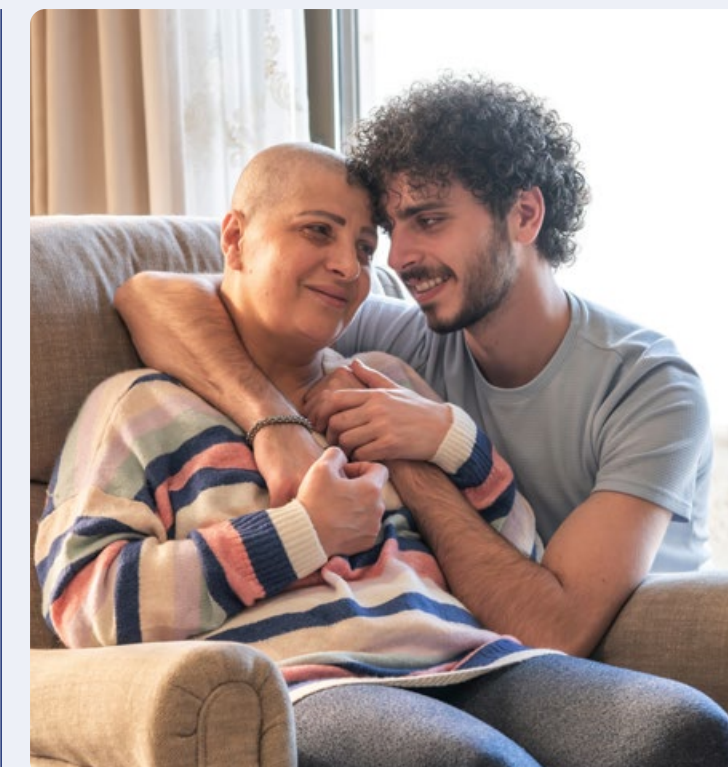
**Spotlight on:**



### Establishing long-term commitments to invest in local manufacturing capabilities in the US

For more than three decades, we have invested deeply in the United States to help meet America’s growing need for high quality, domestically manufactured medicines. Since beginning US operations in 1991, we have committed over \$4 billion; building, expanding, and strengthening our American manufacturing and R&D base.

[+ Read more](#)



### Addressing the opioid overdose epidemic in the US and Canada

At Hikma, we have long been committed to helping address the opioid overdoses epidemic by expanding access to life saving medicines. Naloxone plays a critical role in reversing opioid overdoses and saving lives, and we continue to invest in its manufacturing and availability to support patients, families, first responders, and communities. By producing naloxone domestically and working closely with partners, we aim to improve access to this essential medicine where and when it is needed most.

[+ Read more](#)



### Using traceability to strengthen product safety and security

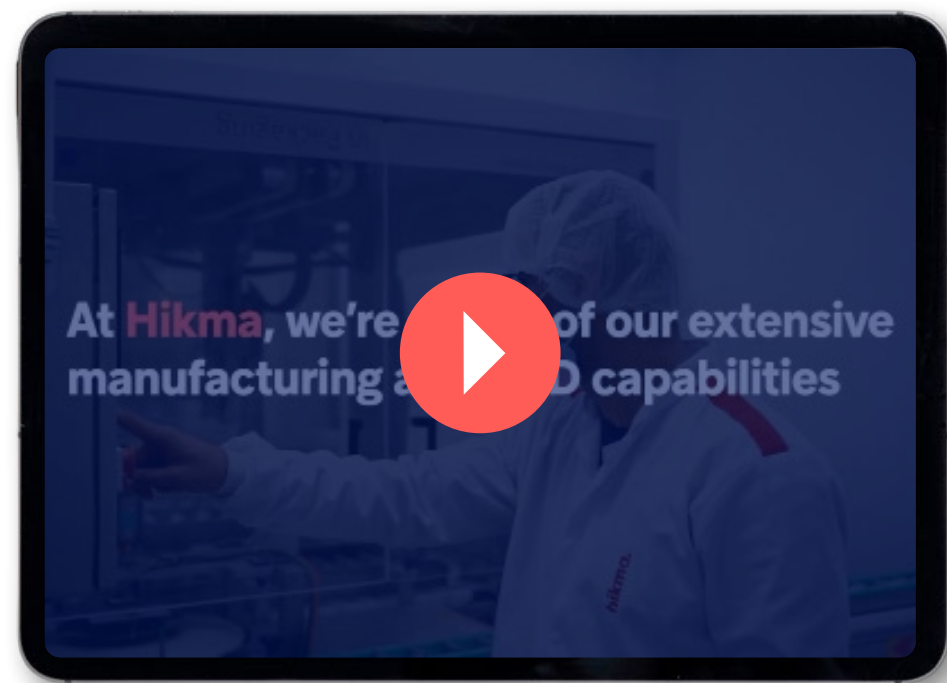
We continuously strengthen the safety and reliability of our medicines by using technology to improve traceability, verification, and transparency across the supply chain. Through serialisation and electronic tracking, we ensure our products can be identified, traced, and verified as they move from manufacturing to the point of care, helping protect patients from unsafe medicines.

[+ Read more](#)



## Bringing new products to market

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**Watch**  
Learn more about our R&D capabilities  
(3 mins)

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- Leveraging our combined strengths and expertise as a united and integrated global team
- Accelerating product development, submissions, approvals and launches
- Providing more high-value and increasingly complex products for our colleagues around the world to manufacture and sell
- Delivering consistent and sustainable profit growth and value creation for Hikma and our shareholders



**19%**

Revenue from new business (2023-2025)



**\$151m**

R&D spend (2025)

### Spotlight on:



#### Establishing long-term commitments to invest in local manufacturing capabilities in the US

For more than three decades, we have invested deeply in the United States to help meet America's growing need for high quality, domestically manufactured medicines. Since beginning US operations in 1991, we have committed over \$4 billion; building, expanding, and strengthening our American manufacturing and R&D base.

These sustained investments have enabled us to develop, produce, and deliver a broad range of essential and complex generic medicines that are critical to patients, hospitals, and healthcare providers nationwide.

In 2025, we highlighted our commitment to invest \$1 billion through 2030 in the US, specifically by investing in our local manufacturing and R&D capabilities. The initiative, 'America Leans on Hikma: Quality Medicines Manufactured in the USA,' builds on our long-standing foundation in Ohio and New Jersey, where we continue to increase production capacity, enhance technical capabilities, and reinforce supply reliability at a time when resilience and affordability are national priorities.

Through these investments, we now have annual domestic capacity to produce more than 12 billion finished doses of essential medicines and a US-based portfolio of more than 800 products, including over 180 sterile injectable medicines. Over the years, this scale and technical depth have allowed us to provide patients with reliable access to high-quality generic medicines at significantly lower cost than branded alternatives, helping to ease financial pressure across the healthcare system.

Onshoring production and strengthening our domestic R&D capabilities directly reduces dependence on foreign supply chains and mitigates the risk of shortages that can disrupt patient care. We have a strong track record of working collaboratively with the US FDA to maintain high quality standards and to help address critical drug shortages when they arise.

**\$4bn+**

invested in our US manufacturing and R&D base over the past 15 years

By investing at scale in American facilities, technology, and people, we are improving the reliability of supply for essential medicines while keeping them affordable for those who depend on them.

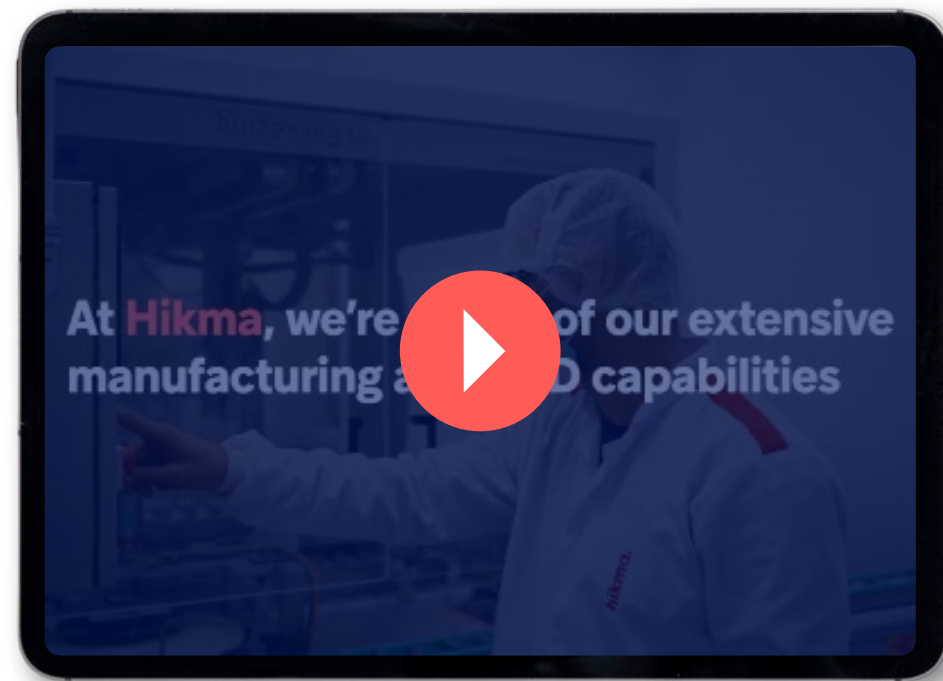
Generic medicines account for around 90% of prescriptions in the United States, yet persistent shortages and import dependencies continue to threaten access and affordability. Our continued investment in US manufacturing is how we confront those challenges head-on. Expanding capacity in Ohio and New Jersey allows us to produce large volumes of complex and essential medicines domestically, strengthening national health security and supporting patients when they need these medicines most.

At the heart of these investments is our purpose: to make high-quality medicines accessible and affordable for everyone who relies on them. By committing billions of dollars to US manufacturing and R&D – past, present, and future – we are translating that purpose into action. We are working alongside healthcare professionals, payers, and policymakers to ensure a steady, reliable supply of essential medicines, improve resilience across the healthcare system, and ultimately help patients live healthier lives.

**Our focus areas**  
**Advancing health and wellbeing**  
 – Access to medicine

## Bringing new products to market

We are leveraging our partnerships and R&D capabilities to deliver innovative products to our markets. This approach ensures a robust product pipeline and an increase in our ability to provide more complex, high-value products.



**Watch**  
 Learn more about our R&D capabilities  
 (3 mins)

### Partnering to bring new products to market

We work with around 60 partners who entrust us with manufacturing, registering, and commercialisation of over 110 products. We continue to grow and diversify our partnerships to enhance patient access. Notable achievements in 2025 included:

- Expanded our partnership with Celltrion, enabling increased supply of biosimilar products in MENA
- Finalised an exclusive licensing agreement with pharma& to supply innovative oncology treatments to patients in MENA
- Signed a strategic MoU with M42 in the UAE to advance diagnostics and digital tools for patients

### Investing in innovation through a robust R&D pipeline

In 2025, we spent \$151 million on R&D (2024: \$141 million), contributing to the launch of 84 new products and 99 approvals. More information on product submissions, approvals and launches is available in the Data summary.

During the year, we unified our R&D operations, integrating previously separate teams across our Injectables, Hikma Rx, and Branded divisions. This new structure is built around our three core technology platforms: Respiratory, Nasals, Semi-solids and Liquids (RNSSL); Injectables; and Solid Orals. Our global R&D team will focus on the following priorities to support Hikma’s ability to continuously introduce new products:

- Leveraging our combined strengths and expertise as a united and integrated global team
- Accelerating product development, submissions, approvals and launches
- Providing more high-value and increasingly complex products for our colleagues around the world to manufacture and sell
- Delivering consistent and sustainable profit growth and value creation for Hikma and our shareholders



**19%**

Revenue from new business (2023-2025)



**\$151m**

R&D spend (2025)

**Spotlight on:**



### Addressing the opioid overdose epidemic in the US and Canada

At Hikma, we have long been committed to helping address the opioid overdose epidemic by expanding access to life saving medicines. Naloxone plays a critical role in reversing opioid overdoses and saving lives, and we continue to invest in its manufacturing and availability to support patients, families, first responders, and communities. By producing naloxone domestically and working closely with partners, we aim to improve access to this essential medicine where and when it is needed most.

### Partnership to expand reach in North America

A commercial partnership with Emergent BioSolutions supports broader distribution of our naloxone nasal spray across the US and Canada. Emergent leads sales and outreach efforts, while Hikma continues to manufacture the product at our Columbus, Ohio facility. This collaboration helps strengthen access by combining US-based production with established public health and emergency response networks, supporting timely availability in community and frontline settings.

### Expanding access in Canada

The approval of naloxone nasal spray in Canada expands treatment options for patients and communities affected by opioid overdose. The availability of this product supports healthcare providers, first responders, and families with an additional tool to respond to urgent overdose situations, helping improve access across different care settings and regions.

**36**

month shelf life for naloxone nasal spray

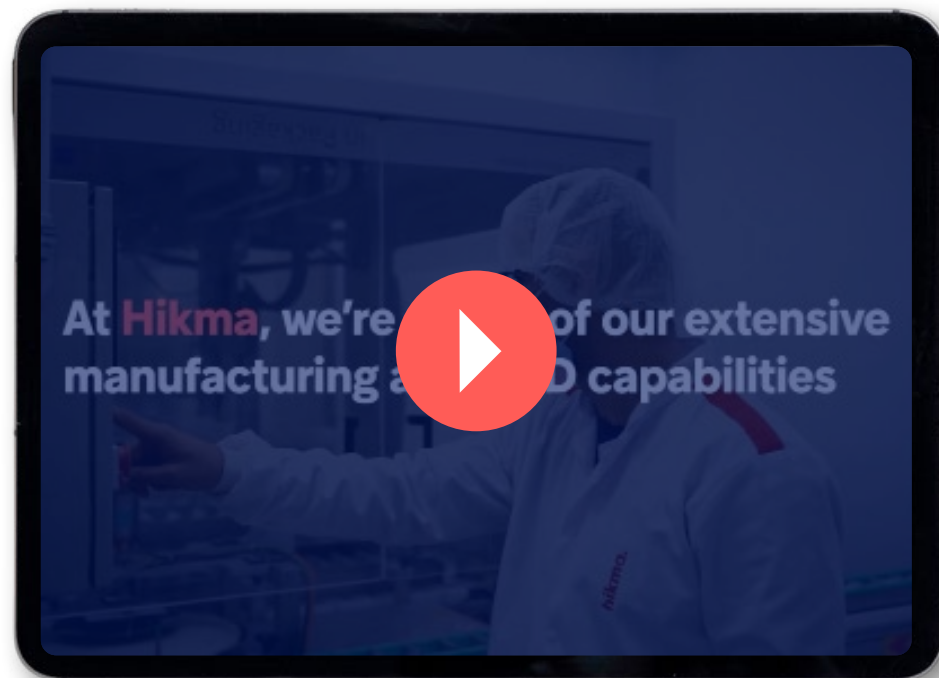
### Improving readiness through longer shelf life

Our success in extending the shelf life of naloxone nasal spray from 24 to 36 months improves practicality and access for those who rely on it in emergencies. The longer shelf life reduces waste, lowers replacement costs, and helps ensure that naloxone remains available and ready for use by community organisations, first responders, and individuals who may need to act quickly to save a life.

**Our focus areas**  
**Advancing health and wellbeing**  
 – Access to medicine

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**19%**

Revenue from new business (2023-2025)



**\$151m**

R&D spend (2025)

### Spotlight on:



### Using traceability to strengthen product safety and security

We continuously strengthen the safety and reliability of our medicines by using technology to improve traceability, verification, and transparency across the supply chain. Through serialisation and electronic tracking, we ensure our products can be identified, traced, and verified as they move from manufacturing to the point of care, helping protect patients from unsafe medicines.

Serialisation enables products to be securely verified within the supply chain or at the point of dispensing. These capabilities are supported by information management systems designed to help hospitals, pharmacies, and other stakeholders reduce the risk of adverse events and improve the quality and reliability of patient care.

### Strengthening patient safety in the US through digital traceability

As part of our ongoing alignment with the US Drug Supply Chain Security Act (DSCSA), we continue to work closely with technology and supply chain partners to strengthen compliance and supply chain resilience. In partnership with IndX and SAP, we implemented an integrated serialisation and traceability framework that provides end-to-end visibility across manufacturing, packaging, and distribution.

By leveraging SAP Advanced Track and Trace for Pharmaceuticals and SAP Information Collaboration Hub, we enable secure, real-time exchange of product data with external trading partners. This approach simplifies partner onboarding, improves data quality, and allows faster response to regulatory and supply chain events. A centralised data architecture enhances visibility into product movement and compliance status, reducing the risk of disruption and supporting continued availability of medicines for patients who depend on them.

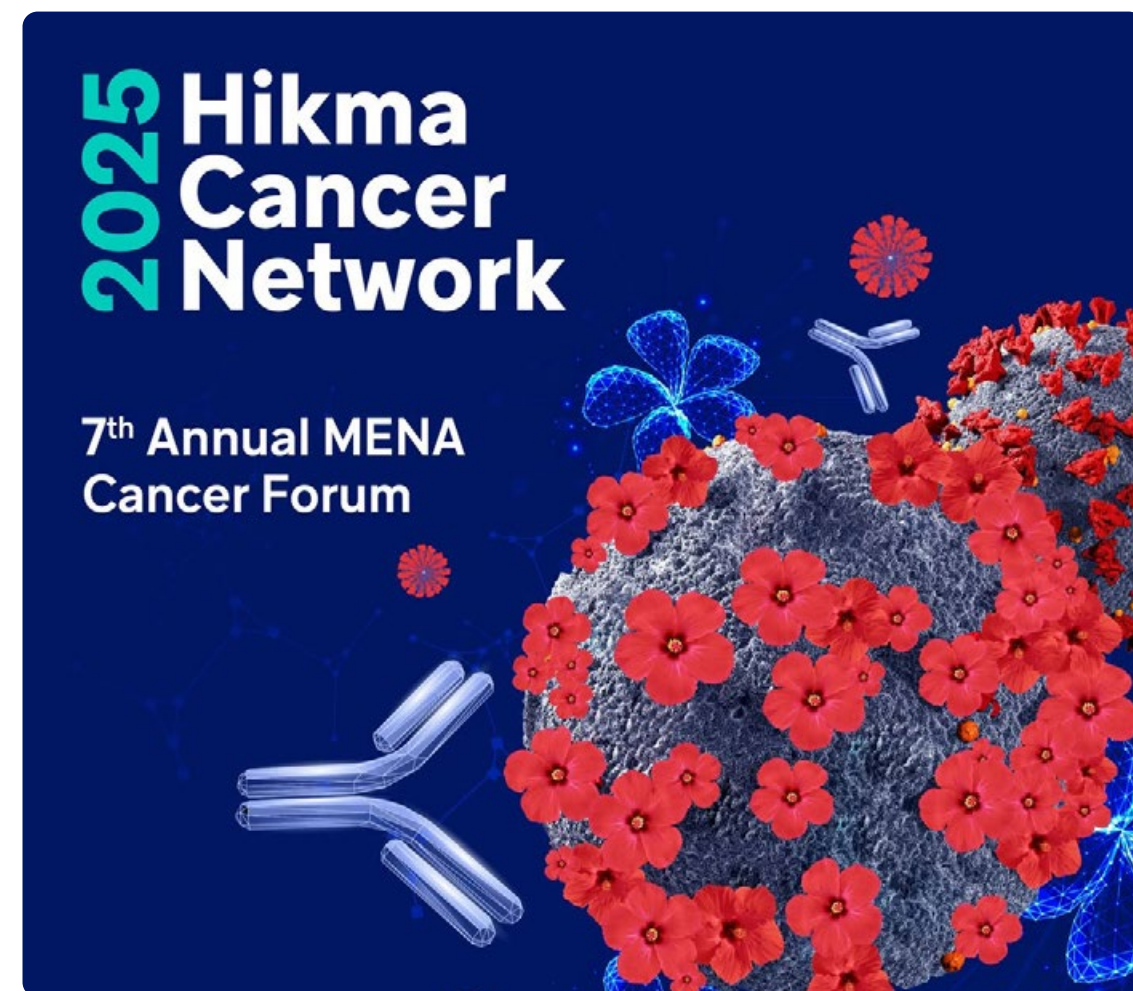


## Working with patients, healthcare professionals and other stakeholders to strengthen the healthcare ecosystem

We work with patients, Healthcare Professionals (HCPs) and others to spread knowledge and raise awareness about disease prevention, treatment and healthy living.

**6,000+**

HCPs engaged in through learning events in MENA



### Hikma Cancer Network: Collaborating with HCPs to advance learning and awareness

The Hikma Cancer Network is an annual forum that brings together leading experts in the hematology and oncology fields for the purpose of advancing medical knowledge and improving patient treatment and outcomes in the MENA region.

In 2025, we organised our seventh Annual MENA Cancer Forum in Istanbul, Turkey, where leading oncology experts gathered to share their expertise, explore new advancements and strengthen collaboration. The forum brought together experts and HCPs from around the world. By enabling a space for professionals to work together and share insights, we aim to advance cancer treatment and foster improvements in patient outcomes.

### Engaging with HCPs and patients to raise awareness and prevent disease

We host and sponsor multiple healthcare platforms where we reach more than 6,000 HCPs with the goal of deepening medical knowledge, and support patient advocacy groups aimed at raising awareness and enabling improved access or affordability. The patient advocacy groups that we engage address multiple disease areas such as multiple sclerosis, cardiovascular disease and diabetes.

Through our direct-to-consumer platform Hiyat Hilweh, we engage with patients directly to raise awareness about prevalent medical conditions, disease prevention and healthy living.

Meaning "better life," the platform has over 700,000 followers and engages patients in MENA directly with the goal of helping them make better health choices.

#### Engaging HCPs in MENA: Prominent events held in 2025

Event	Therapeutic Area(s)	Attendees	Purpose/Engagement Focus
7th Annual MENA Cancer Forum	Oncology; Haematology	200+	Advance scientific exchange; strengthen regional cancer network
4th Biotech Forum	Gastroenterology; Rheumatology; Dermatology; Oncology	330+ from over 10 countries in MENA	Foster cross-specialty collaboration; strengthen immunology and oncology leadership
PharmaNet 25	Community Healthcare; Pharmacy Practice	170+	Empower pharmacists; strengthen pharmacy engagement
Anti-Infectives Summit	Infectious Diseases; Transplant; Haematology/ Oncology; ICU; Pulmonology	100+	Advance infection-management knowledge; raise AMR awareness
Bleeding Management Summit 2025	Haematology; Cardiology; Anaesthesiology; ICU	100+	Improve bleeding-management practices; share best practices
4th Annual GIT Universe	Gastroenterology; Internal Medicine	110+	Provide GI and IM updates; enhance scientific writing skills
MS Forum Workshop	Multiple Sclerosis	60+	Enhance collaboration between patient society representatives, pharmacists and HCPs
CVRM Gate	Cardiology; Diabetes	200+	Elevate scientific exchange among HCPs to strengthen cardiology and diabetes leadership
MENA Iron Academy 2025	Iron Deficiency; Haematology; OB/GYN; ICU; Internal Medicine	180+	Improve iron-management practices; promote PBM adoption
Algeria Iron Network	Iron Deficiency; Patient Blood Management (PBM)	500+	Advance iron-deficiency diagnosis and treatment; strengthen PBM
MENA Neurology Expert Summit	Neurology (MS; Epilepsy; Migraine)	20+	Advance neurology care; align on awareness initiatives
TRIGGER Program	Health Policy; Health Technology Assessment (HTA); Public Health	35	Strengthen regional health policy; improve access and efficiency



# Our medicine donations programme

In 2025, we continued to advance our commitment to expanding access to essential medicines through strong humanitarian partnerships and targeted global relief efforts. Through global collaborative efforts, our product donations strengthened healthcare systems, supported urgent disaster response, and improved the wellbeing of vulnerable communities around the world.

**\$2.6m**  
 Worth of medicines donated



Emergency response

Extending global access

Global Smile Foundation

Advancing childhood cancer care

## Supporting emergency response with Direct Relief

We maintain our partnership with Direct Relief, a global leader in humanitarian medical assistance. In 2025, we provided critical medications to support communities affected by Hurricane Melissa, helping ensure first responders and health centres had essential medicines to treat acute injuries, infections, and chronic medical needs throughout the crisis and recovery period.

We also contributed vital medicines to support Direct Relief’s operations in Gaza, where significant medical shortages persisted. Through All Hands and Hearts’ warehouse in Deir Al Balah, these donations were distributed to medical teams serving patients in extremely challenging humanitarian conditions.

Across all Direct Relief-supported programmes, our donations in 2025 are estimated to have reached more than 500,000 patients, delivering essential care where it was needed most urgently.



# 500k+

Patients reached through medicine donations

# 2

Major crisis response campaigns: Hurricane Melissa and humanitarian operations in Gaza



“Across all Direct Relief-supported programmes, our donations have reached more than 500,000 patients.”



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Worth of medicines donated



Emergency response

Extending global access

Global Smile Foundation

Advancing childhood cancer care

### Extending global access through AmeriCares

Through our partnership with AmeriCares, a leading health-focused relief and development organisation, we donated more than 162,200 units of essential medicines – representing an increase of more than 127,000 units compared to 2024 and a four-fold increase over 2023. This substantial year-on-year growth underscores our deepening commitment to improving global access to essential treatments.

These donations supported AmeriCares’ extensive international network of clinics, hospitals, and community health programmes and reached:

- 50 countries
- 275 partner organisations worldwide
- more than 57,570 people, improving access to treatment for both chronic and acute health conditions

In addition to supporting routine healthcare access, our donations helped bolster AmeriCares’ emergency response efforts for Hurricane Melissa, specifically aiding affected communities in Jamaica, where access to medicines played a critical role in supporting displaced families and overextended health facilities.



**162k+**

Units of essential medicines donated

**50**

Countries supported through global health programmes



By scaling our contributions year on year, we help reach more patients and support broader access to critical treatments.”

**Our focus areas**  
**Advancing health and wellbeing**  
 – Access to medicine

# Our medicine donations programme

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**\$2.6m**

Worth of medicines donated



Emergency response

Extending global access

**Global Smile Foundation**

Advancing childhood cancer care

## Enabling lifesaving surgeries with Global Smile Foundation

We continue to expand our partnership with the Global Smile Foundation, whose mission centres on providing comprehensive cleft care to underserved children. Our donated medicines supported specialised surgical programmes across El Salvador, Peru and Lebanon, helping enable safe, high-quality cleft lip and palate surgeries for children who may otherwise lack access to this transformative care.

In recent years, we have significantly increased our donations from 254 units in 2023 to more than 1,810 units in 2025. This sustained growth reflects our deepening commitment to advancing comprehensive cleft care and strengthening surgical missions globally.

Through these efforts, a total of 356 patients were reached across the Foundation's programmes. Our contributions supported the organisation's holistic model of care – providing not only surgeries, but also long-term rehabilitation that focuses on enhancing speech, dental development and overall quality of life.



**We have significantly increased our donations from 254 units in 2023 to more than 1,810 units in 2025."**



**1,800**

Units of medicine donated

**7x**

Increase in donations since 2023



## Our medicine donations programme

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**\$2.6m**

Worth of medicines donated



Emergency response

Extending global access

Global Smile Foundation

**Advancing childhood cancer care**

### Advancing childhood cancer care with the National Children’s Cancer Society (NCCS)

Since beginning our partnership with the NCCS in 2019, we have enabled access to lifesaving paediatric oncology care for 28,366 children. Through the NCCS Global Outreach Programme, we support access to treatment pathways in low-resource settings and expand equitable access to high-quality cancer care.

In 2025, we organised six in-kind donations initiatives to support paediatric cancer treatment. Donations were delivered to healthcare facilities in Haiti, Lebanon, Guatemala, Mali, Zimbabwe, Honduras, and Nicaragua, helping clinicians care for children diagnosed with cancer.

These donations play a vital role in improving continuity of care in hospitals that often face chronic shortages of oncology medicines. By reinforcing supply stability, our contributions help expand treatment access and support better health outcomes for young patients worldwide.



**28,366**

Children accessed lifesaving paediatric oncology care

**6**

In-kind donations initiatives to support paediatric cancer treatment



By supporting pediatric oncology care, our contributions help expand access to lifesaving treatment for children in underserved communities.”



**Our focus areas**  
**Advancing health and wellbeing**  
 – Product quality and patient safety

## Product quality and patient safety

Patient safety is central to how we operate. We closely monitor the safety of our medicines to identify potential risks as early as possible and take appropriate action to protect patients. Through continuous safety monitoring, clear reporting processes, and strong governance, we work to ensure our medicines continue to be used safely across all markets.

**4.5%**

Percent of revenue invested in R&D



### Governance of patient safety

Clear governance ensures accountability for patient safety across the organisation. Our pharmacovigilance (PV) activities are conducted on a global scale, encompassing all our approved compounds (over 700).

Our PV Department operates globally and is coordinated through a Global PV Operations team and a PV Quality Assurance team, supported by five regional hubs:

- Europe and United Kingdom.
- Gulf Cooperation Council (GCC)
- Levant (Iraq, Jordan, Lebanon, and Syria), Libya, Sudan and Yemen
- North Africa (Algeria, Egypt, Tunisia and Morocco)
- North America (Canada and United States)

The global PV system is reinforced by a PV Quality Management System (QMS) that ensures effective governance, oversight, and continuous improvement.

The QMS is supported by an up-to-date pharmacovigilance system master files (PSMFs) and national PV sub system files, a controlled Standard Operating Procedure (SOP) framework

aligned with regulatory requirements, and compliance monitoring via deviation and Corrective Action and Preventive Action (CAPA) management in Veeva QMS. Regular audits and continuous regulatory intelligence ensure sustained quality and compliance.

A Pharmacovigilance-Quality Committee meets quarterly to review and discuss PV compliance metrics, findings from compliance monitoring, audits, and inspections, along with the status of CAPAs. This regular review ensures continuous oversight and improvement of our PV practices.

Our multidisciplinary Drug Safety Committee (DSC) reviews safety concerns to ensure that relevant health authorities are promptly notified about any new risks that may have an impact on the benefit-risk balance of our products. This structured approach shows our commitment to keeping our products safe and effective.

In addition, to ensure strong oversight, we present our PV compliance metrics including audits and findings and relevant CAPA status to the Executive Committee and Board of Directors twice a year.



### Patient safety monitoring and reporting

We maintain robust safety data collection mechanisms that integrate insights from healthcare professionals, patients and consumers, regulatory authorities, and clinical studies to support strong patient safety oversight.

Employees receive ongoing training to recognise potential safety situations and report them without delay to the pharmacovigilance team, supporting timely action and reporting to regulatory authorities within specified timelines.

Safety data are proactively reviewed to identify emerging risks and assess any changes to the benefit-risk balance of our products, enabling timely actions to notify regulatory authorities and protect patient wellbeing.

### Audits and oversight of patient safety activities

Hikma maintains a PV audit programme that:

- strengthens oversight of PV activities
- supports regulatory compliance
- reinforces our commitment to patient safety
- enables proactive risk identification and management

The programme covers PV activities across:

- affiliates
- critical PV processes
- third parties, including service providers and distributors

This approach ensures consistent global oversight and alignment with evolving regulatory expectations. In 2025, nine internal PV audits were conducted per plan following a risk-based approach. No critical findings were identified or reported. In addition, the tracking of audits, findings and related CAPAs was enhanced by utilising a validated quality management system. Moving into 2026, eight internal PV audits are planned.



**Our focus areas**  
**Advancing health and wellbeing**  
 – Product quality and patient safety

**Global Pharmacovigilance Business Continuity Plan (BCP)**

The Hikma Global Pharmacovigilance (PV) Business Continuity Plan (BCP) is continuously updated to remain effective, relevant, and compliant as risks and operating environments change.

**This ensures that:**

- critical patient safety activities continue without interruption during unexpected events
- regulatory compliance remains unaffected

**Key updates:**

- The types of disruptive scenarios and corresponding response strategies were included
- Successful testing of the Global PV BCP conducted in July 2025

**Patient engagement, education, and awareness**

We support patient safety and informed medicine use by ensuring that patient information leaflets are provided for all products. For certain medicines, additional patient education tools are implemented to address specific safety considerations, helping patients better understand risks and use their treatments safely.

**Our ambitions**

For 2026, we aim to continue with our strong regulatory compliance and support sustainable market growth, including entry into new markets, while safeguarding patient safety. One goal is to reduce manual effort and introduce further tools to enhance efficiency, including artificial intelligence and automation.



“One goal for 2026 is to reduce manual effort and introduce further tools to enhance efficiency, including artificial intelligence and automation.”

**Pharmacovigilance performance, compliance, and key achievements 2025 highlights**

**Individual Case Safety Reports (ICSRs)**

- Over 14,350 cases processed

**Regulatory authority submissions**

- More than 10,400 cases reported globally

**Aggregate safety reporting**

- Over 915 aggregate reports prepared and submitted

**Compliance performance**

- 99% global submission compliance for individual cases
- 99% compliance for aggregate reports

**Audit and Inspections**

- Six PV audits were conducted by contractual partners on various Hikma affiliates with satisfactory outcomes

- The Hikma PV system underwent routine inspections by nine regulatory authorities globally. Five of these were dedicated PV inspections, all of which were completed with no critical findings, reflecting strong regulatory compliance and oversight

**Standard Operating Procedures (SOPs)**

- Over 65 PV procedures (global, regional and local) were revised to reflect evolving regulatory expectations, audit learnings, emerging risks and process improvements

**Company-wide Training**

- We updated our Pharmacovigilance 101 training material to align with regulatory requirements and expectations and significantly improved our Pharmacovigilance 101 training completion rate

**Other Achievements**

- We built on our strong Pharmacovigilance operations capabilities and expertise by completing the insourcing of a number of critical PV activities
- We introduced a systemic method for documenting changes to the PV system and the associated impact and relevant actions to maintain compliance

**Worldwide pharmacovigilance compliance with reporting requirements**

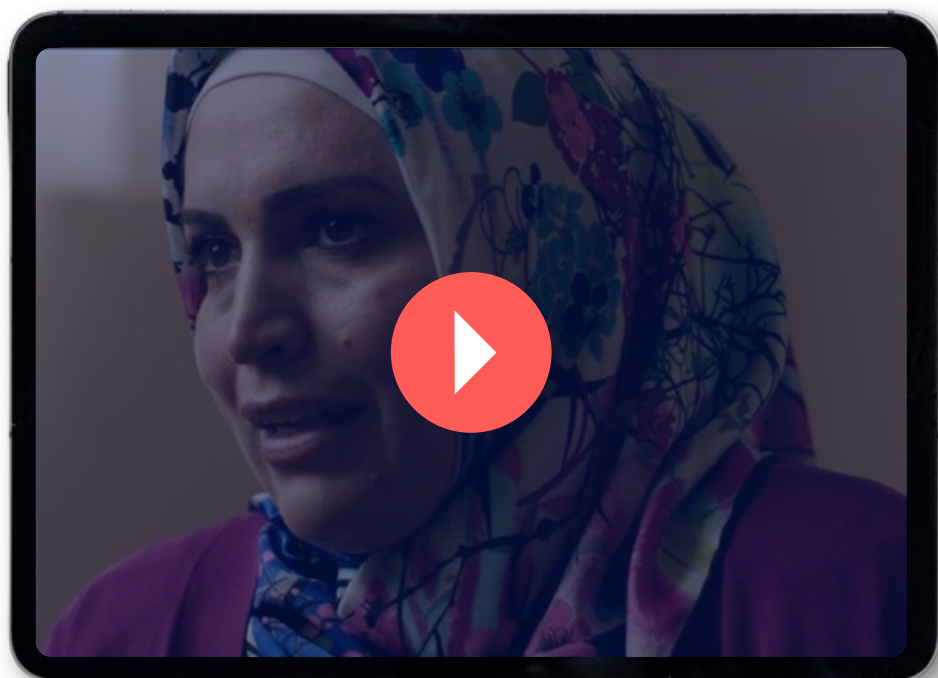
	2017	2018	2019	2020	2021	2022	2023	2024	2025
Individual case safety reports submission compliance rate	91%	94%	99%	98%	99%	96%	98%	98%	99%
Aggregate reports submission compliance rate	98%	98%	96%	100%	99%	100%	99%	100%	99%

**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

# Social responsibility

Hikma delivers its social responsibility commitments through three focused thematic areas: providing better health, supporting education, and helping people in need.

Through long-term partnerships, targeted programmes, and employee engagement, these initiatives aim to improve health outcomes, expand access to learning opportunities, and provide essential support to vulnerable communities. Together, they reflect Hikma’s commitment to creating lasting social impact across the regions where it operates.



**Watch**  
More about the impact we have on our communities (5 mins)

## Providing better health



## Supporting education



## Helping people in need



Refugee healthcare

Breast cancer awareness

Healthier schools

Blood donations

Mental health

Childhood wellbeing

### Expanding healthcare access for refugee communities

Since 2019, Hikma has been working in close partnership with Medical Aid for Palestinians (MAP) to improve access to essential healthcare for refugee communities living in Jordan – one of the largest host countries for displaced populations in the region. Together, we support three orthopaedic clinics operating within three refugee camps, which collectively provide vital medical services to more than 7,500 patients each year.

These clinics serve as critical healthcare lifelines, offering a wide range of orthopaedic services that include fracture diagnostics, orthopaedic surgeries, treatment for chronic and age-related conditions, post-surgical follow-up, and long-term rehabilitation. For many camp residents, these clinics represent the only reliable access point for specialised care that supports mobility, independence, and overall quality of life.

In 2025, Hikma further strengthened this partnership through the donation of 7,700 packages of essential medicines. This contribution strengthened supply chains and enabled the clinics to provide needed treatments to more than 5,000 patients, supporting improved long-term health outcomes for refugees who rely on these services. This partnership reflects the power of sustained investment in community health and underscores Hikma’s enduring commitment to healthcare equity and to supporting dependable, community-based care for underserved refugee populations.



“These clinics serve as critical healthcare lifelines, offering specialised care that supports mobility, independence and quality of life.”



# 7,500+

Patients provided with vital medical services

# 7,700

Packages of essential medicines donated

# 5,000+

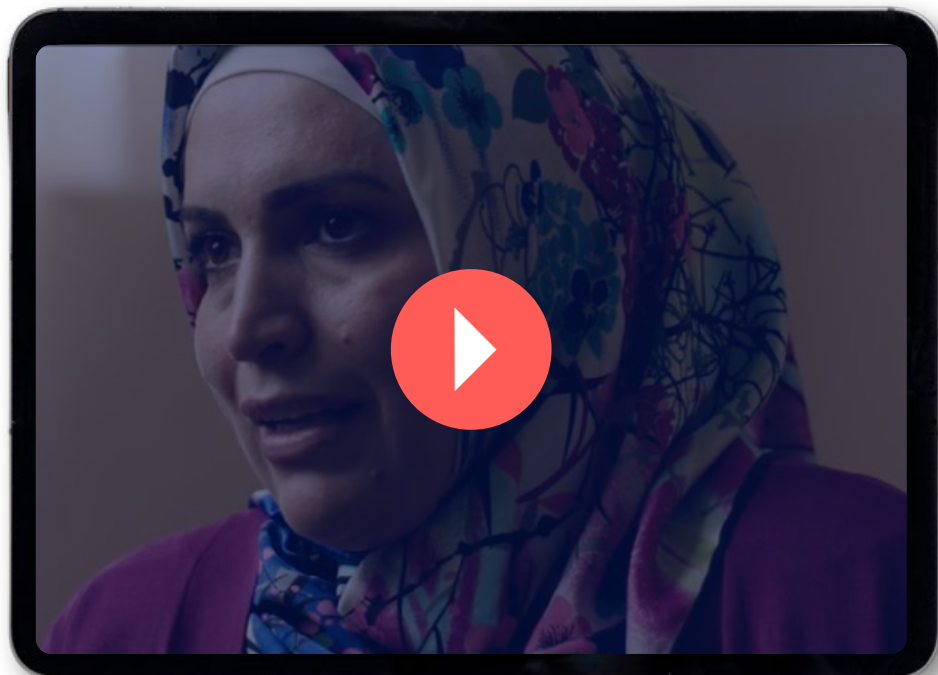
Patients treated by clinics



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Refugee healthcare

**Breast cancer awareness**

Healthier schools

Blood donations

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Childhood wellbeing

## Uniting communities through breast cancer awareness efforts

During the year, our teams organised breast cancer awareness and screening initiatives across our global footprint. This included educational workshops, community events, and free consultations for underserved women, helping expand access to early detection and preventive care.

In Jordan, our collaboration with the King Hussein Cancer Foundation (KHCF) strengthened the national campaign, contributing to more than 6,500 free mammograms and 50,000 clinical breast exams, while engaging over one million people through awareness events and clinical activities.

In Egypt, our partnership with the Baheya Foundation enhanced clinical capacity through the establishment of a new surgical clinic room which will serve more than 500 patients annually.



Through our global partnerships we are able to expand cancer prevention and treatment capabilities worldwide."

# 1 million

People engaged through awareness campaigns

# 50,000

Clinical breast exams conducted through KHCF

# 500

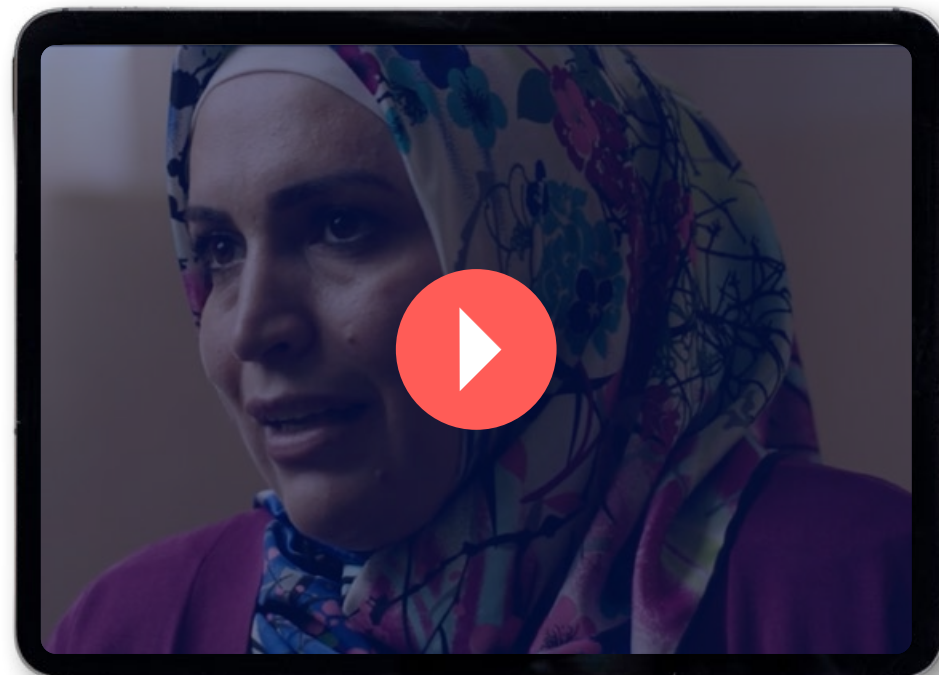
Patients treated annually at the newly constructed surgical clinic in Egypt

**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

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### Providing better health



### Supporting education



### Helping people in need



Refugee healthcare

Breast cancer awareness

**Healthier schools**

Blood donations

Mental health

Childhood wellbeing

## Supporting healthier schools in collaboration with the Royal Health Awareness Society

In 2025, we strengthened our long-standing partnership with the Royal Health Awareness Society (RHAS) to advance student health and wellbeing across Jordan. With our support, the Healthy Schools Programme expanded by seven schools, reaching 20 schools nationally and supporting more than 11,000 students benefit from improved standards for hygiene, nutrition, physical activity and anti-smoking awareness every year. The School Mental Health Programme also operates in seven schools, supporting teachers and students in preventing and treating mental health issues and impacting more than 3,000 children.

Our partnership with RHAS included support for the national Health Tech Competition that was held across 19 schools. The competition is aimed at driving innovation within the educational sector in Jordan.



# 11,000

Students impacted annually through the Healthy Schools Programme

# 20

Schools supported through the Healthy Schools Programme



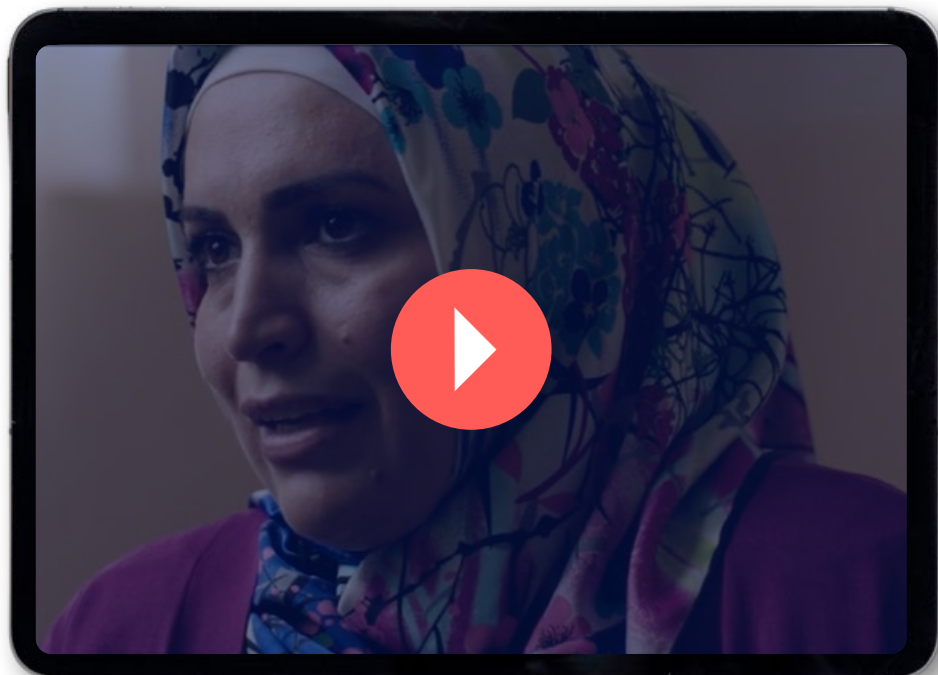
The Healthy Schools Programme reaches 20 schools, benefitting more than 11,000 students across Jordan.”

**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

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Providing better health



Supporting education



Helping people in need



Refugee healthcare

Breast cancer awareness

Healthier schools

**Blood donations**

Mental health

Childhood wellbeing

### Our global blood donation programme

We expanded our Blood Donation Programme in 2025, working with employee volunteers across our locations to benefit local communities. Through coordinated activities with national blood banks, hospitals, and international health organisations, the programme collected more than 650 units of blood, helping thousands of patients in need of emergency interventions, surgeries, and chronic care treatments.

Across multiple sites, employees engaged in volunteer activities including support for donor registrations and assisting medical teams during blood donation drives. Our global initiatives aim to support local medical care capabilities and reinforce the importance of blood donations in sustaining national health systems.



# 650+

Units of blood donated through our Blood Donation Programme



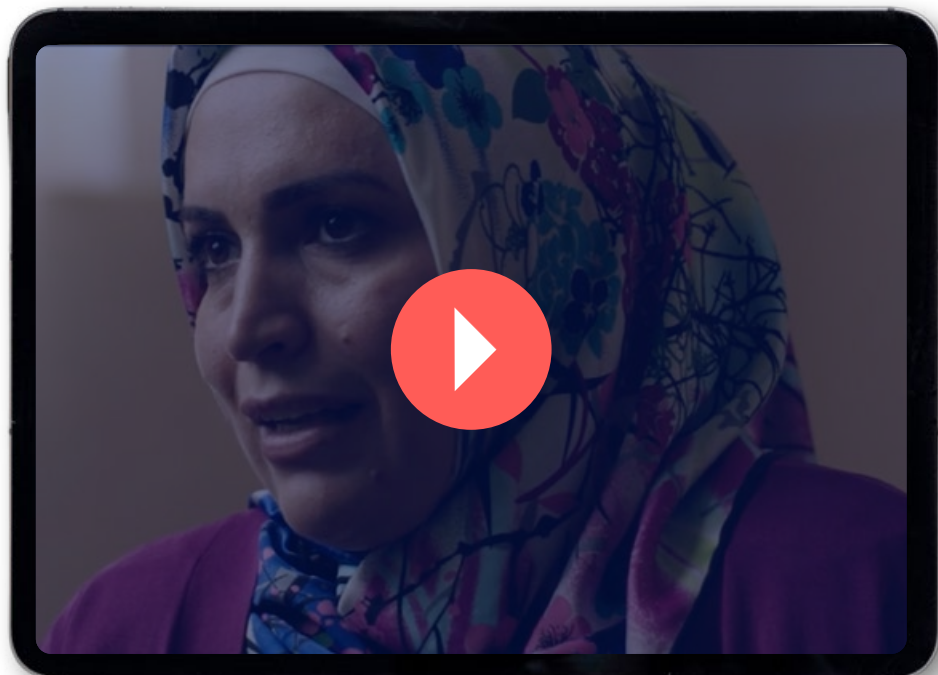
In 2025, we expanded our Blood Donation Programme to involve more volunteers across our operating locations.”



## Social responsibility

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**Watch**  
More about the impact we have on our communities (5 mins)

### Providing better health



### Supporting education



### Helping people in need



Refugee healthcare

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Healthier schools

Blood donations

**Mental health**

Childhood wellbeing

## Supporting people with developmental and intellectual disabilities

Through strong partnerships with specialised institutions across MENA and Europe, we expanded our support for people with developmental and intellectual disabilities, enhancing access to personalised education and therapeutic services.

In Jordan, our ongoing collaboration with local organisations including the Bunayat Centre, Al-Hussein Society, Orient Spirit, and SANA enabled specialised learning, developmental support, and classroom assistance for more than 100 children, reinforced by targeted volunteer engagement that enriched the learning environment.

In the UAE, we worked with the Emirates Down Syndrome Association to help provide practical life skills training and employability.

In Portugal, employees partnered with the Quinta Essência Association on inclusive activities that strengthened social integration for adults with intellectual disabilities.



We maintain strong partnerships with organisations in Europe and MENA to support people with and intellectual disabilities.”

## Advancing inclusion and wellbeing for children in MENA

We expanded access to inclusive care and early childhood support across MENA through targeted partnerships, promoting long-term wellbeing for individuals with developmental and intellectual disabilities and their families.

In Jordan, collaborations with Bunayat Center, Al-Hussein Society, Orient Spirit, and SANA supported more than 100 children with specialised education, developmental services, and classroom assistance, strengthened by employee volunteer engagement.

Across the region, initiatives in the UAE and Saudi Arabia advanced independence and accessibility through life-skills training, assistive devices, rehabilitation services, and an accessible classroom benefiting 30 learners.

Complementing these efforts, we continued our partnership with Habaybna.net, providing families in MENA with free access to expert-led early childhood content. In 2025, this included 50 new educational videos and free consultations, supporting informed parenting and early intervention.

Together, these initiatives reflect Hikma’s commitment to inclusive, community-based care – supporting individuals from early childhood through to independence and improving quality of life across MENA.

# 100

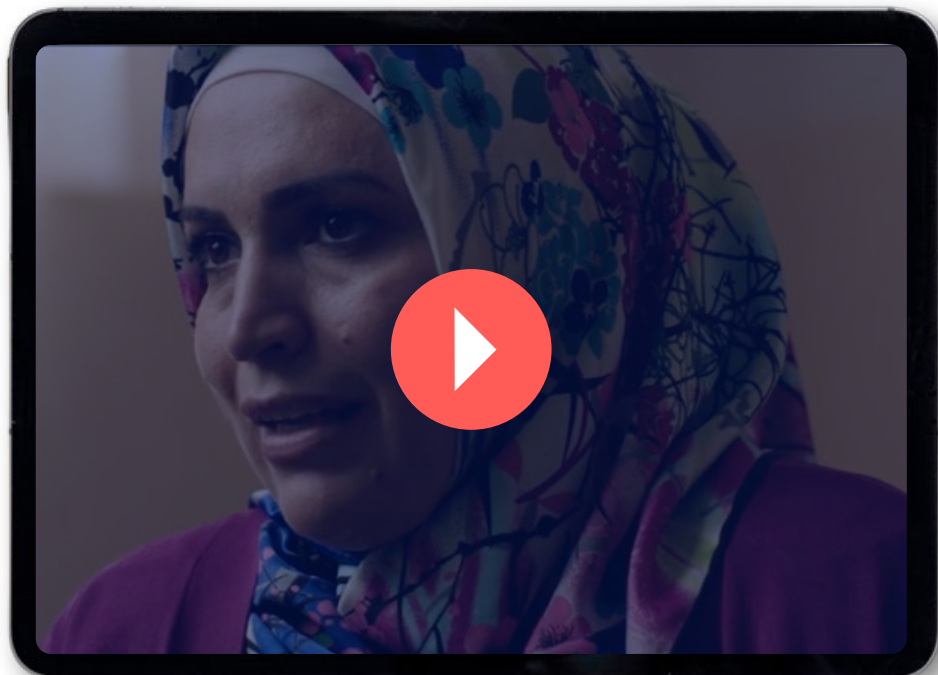
Children with intellectual and developmental disabilities impacted in Jordan

**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

# Social responsibility

Hikma delivers its social responsibility commitments through three focused thematic areas: providing better health, supporting education, and helping people in need.

Through long-term partnerships, targeted programmes, and employee engagement, these initiatives aim to improve health outcomes, expand access to learning opportunities, and provide essential support to vulnerable communities. Together, they reflect Hikma’s commitment to creating lasting social impact across the regions where it operates.



**Watch**  
More about the impact we have on our communities (5 mins)

## Providing better health



## Supporting education



## Helping people in need



Refugee healthcare

Breast cancer awareness

Healthier schools

Blood donations

Mental health

Childhood wellbeing

### Wellbeing initiatives for young children in MENA

We continued to advance early childhood wellbeing in 2025 through our fifth consecutive year of partnership with Habaybna.net, a leading Arabic-language platform dedicated to providing parents with accessible, evidence-based educational guidance.

Through this long-term collaboration, we aim to support families in Jordan and regionally in benefitting from free access to expert-led content during the most critical years of childhood development. Our support included funding for 50 educational videos and helping to provide free online consultations for parents in Jordan.

Over the past five years, our partnership has helped Habaybna expand its reach and its content library. The platform offers more than 350 educational videos, with more than 570,000 total views, and over 11 million website visits.



# 570K

Total engagement on the Habaybna educational platform

# 350

Educational videos available for learners through Habaybna



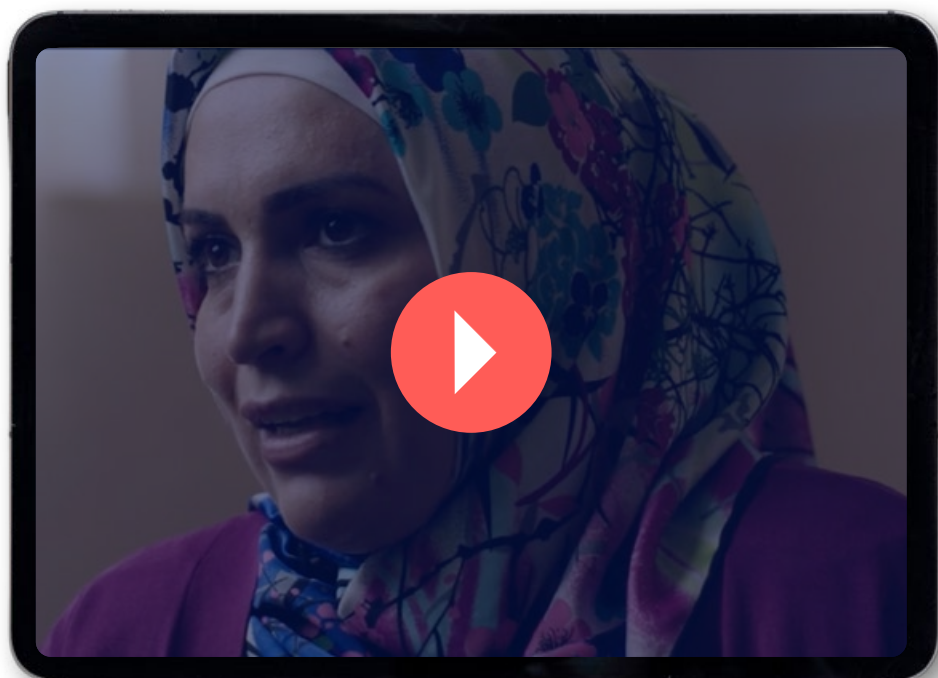
Our support for Habaybna over five years has helped the platform reach more than 570,000 people."

**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

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**Watch**  
More about the impact we have on our communities (5 mins)

Providing better health



Supporting education



Helping people in need



Refugee education

Edheads partnership

The King’s Trust

Improving learning

## Our partnership with the UNHCR: expanding access to higher learning for refugees

Since 2021, Hikma has partnered with United Nations High Commissioner for Refugees (UNHCR) to expand access to higher education and provide critical humanitarian support for refugee communities across the MENA region. This multi-year collaboration focuses on two priorities: enabling refugee youth to pursue university education and supporting vulnerable families facing urgent needs.

Through the Albert Einstein German Academic Refugee Initiative scholarship programme, we are helping to increase the ability of refugees to attain a higher education. In 2024, the partnership supported 80 refugee students in Jordan, Algeria, and Egypt. The scholarships covered tuition fees, learning materials, and living expenses, alleviating significant financial barriers for the students.

In 2025, we extended our commitment to continue supporting the scholarship programme, expanding its scope to include mentoring, leadership development and career development programmes.

We also extended support for the UNHCR’s Lebanon Emergency Appeal to respond to escalating humanitarian needs in the country. This contribution helped provide shelter assistance, access to essential healthcare services – including primary care and chronic disease management – and education support for refugee children. The initiative included support for school enrolment, the distribution of learning materials providing mental health support for children.

# 80

Refugee students received university scholarships

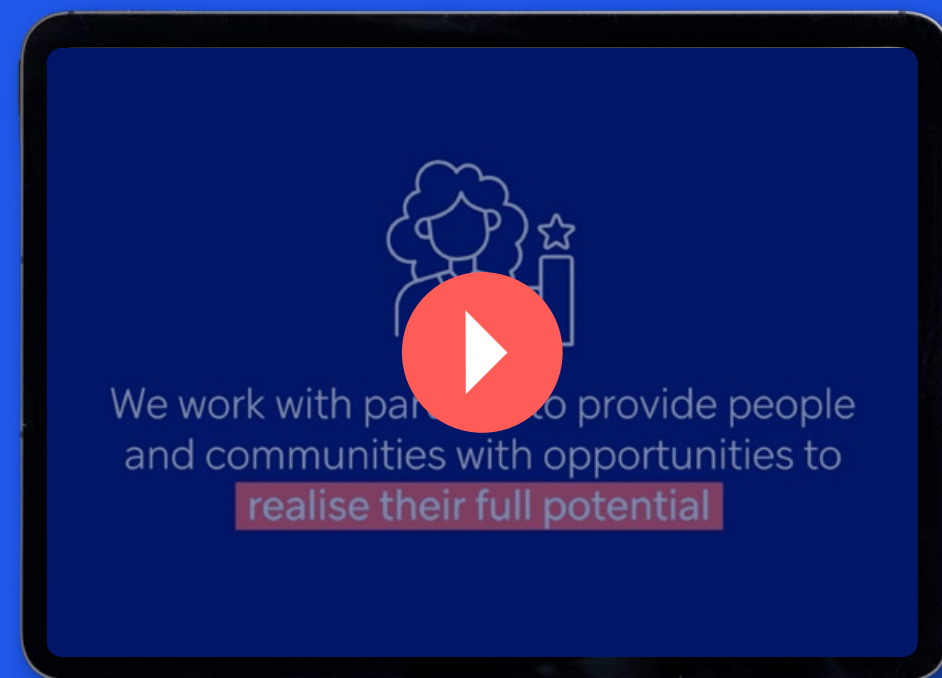


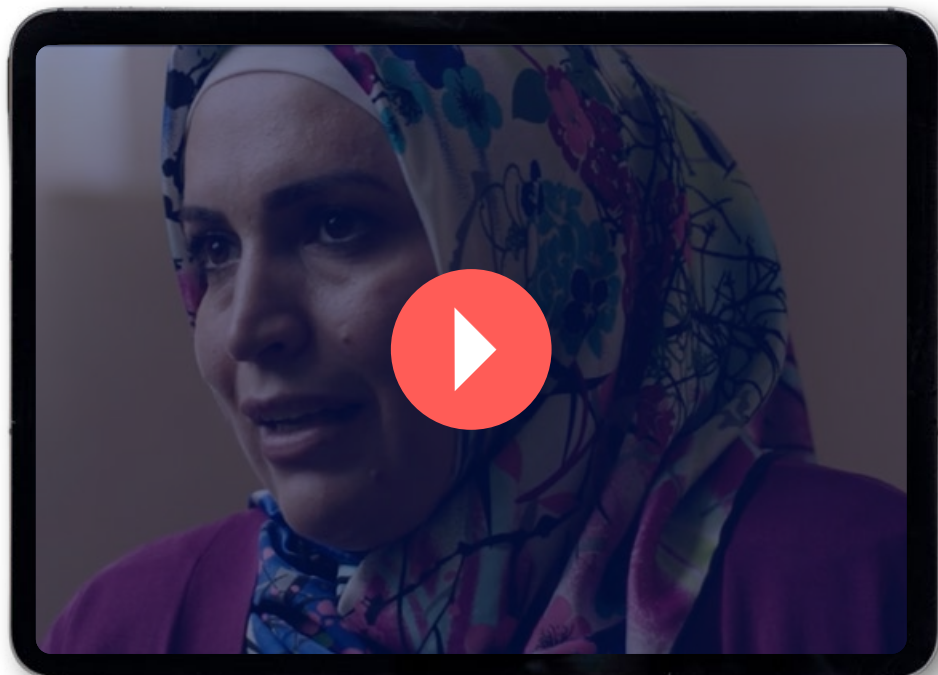
Photo credit: © UNHCR



## Social responsibility

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**Watch**  
More about the impact we have on our communities (5 mins)

Providing better health



Supporting education



Helping people in need



Refugee education

Edheads partnership

The King’s Trust

Improving learning

### Our partnership with Edheads

Our partnership with Edheads in the US helped engage over 300 young students in Columbus through dynamic, volunteer-led learning in the science, technology, engineering and mathematics (STEM) fields.

Edheads is a nonprofit organisation that creates interactive, real-world science and engineering activities designed to spark curiosity and inspire future innovators. Their programmes connect classroom learning with practical applications; from understanding how machines work to exploring medical science, engineering challenges, and problem-solving in everyday life.

By participating in these hands-on STEM workshops, students not only learned scientific concepts but also developed critical thinking, teamwork and creativity. The activities help demystify science, making it fun, accessible, and relevant, especially for students who may not otherwise have exposure to STEM role models or career pathways. Through this partnership, our volunteers helped build confidence, encouraged curiosity, and supported the next generation of thinkers and problem-solvers.



Our partnership with Edheads help provide STEM-based learning for young students in Columbus, Ohio.”



# 300+

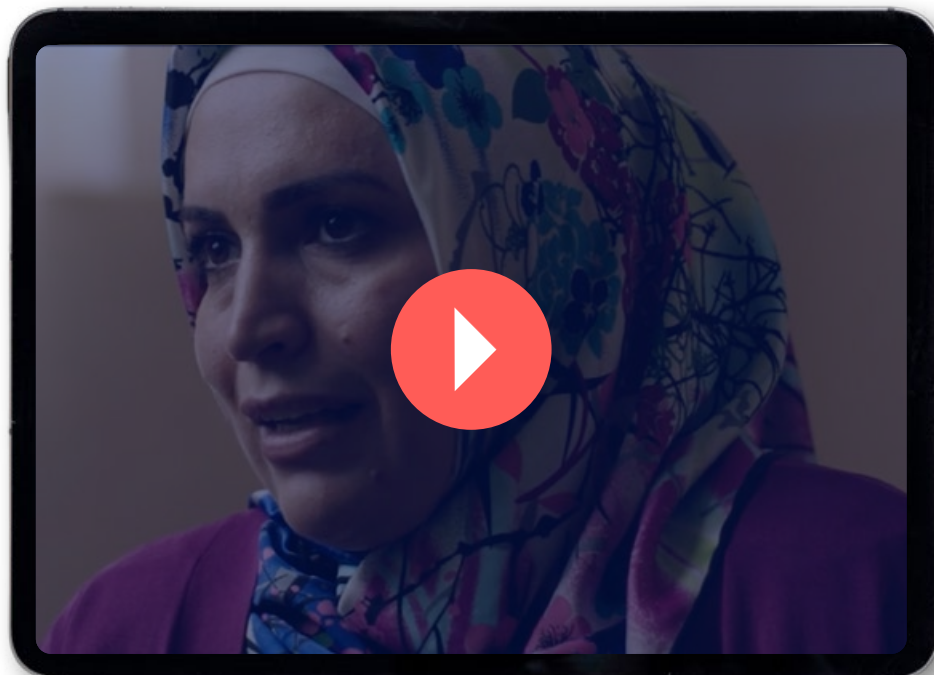
Students impacted through our partnership with Edheads

**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

# Social responsibility

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**Watch**  
More about the impact we have on our communities (5 mins)

Providing better health



Supporting education



Helping people in need



Refugee education

Edheads partnership

The King’s Trust

Improving learning

## Our partnership with The King’s Trust in the UK

Through our partnership with The King’s Trust in the UK, we have supported more than 67,000 young people since 2024, helping them build confidence, skills and employability.

Our contributions help support education, mentoring and enterprise programmes. Young people are offered guidance on career planning, skills development and personal goal-setting.

Our support also includes volunteer mentors that provide support for building resumes, preparing for interviews and taking advantage of training opportunities.

We also help deliver The King’s Trust Enterprise Programme, which equips young people with the tools to explore self-employment and launch their own ventures. This combination of skills development and personalised guidance enables young people to turn ideas into viable enterprises, build economic independence and contribute to their local communities.



# 67,000

Young people supported since 2024 through our partnership with King’s Trust



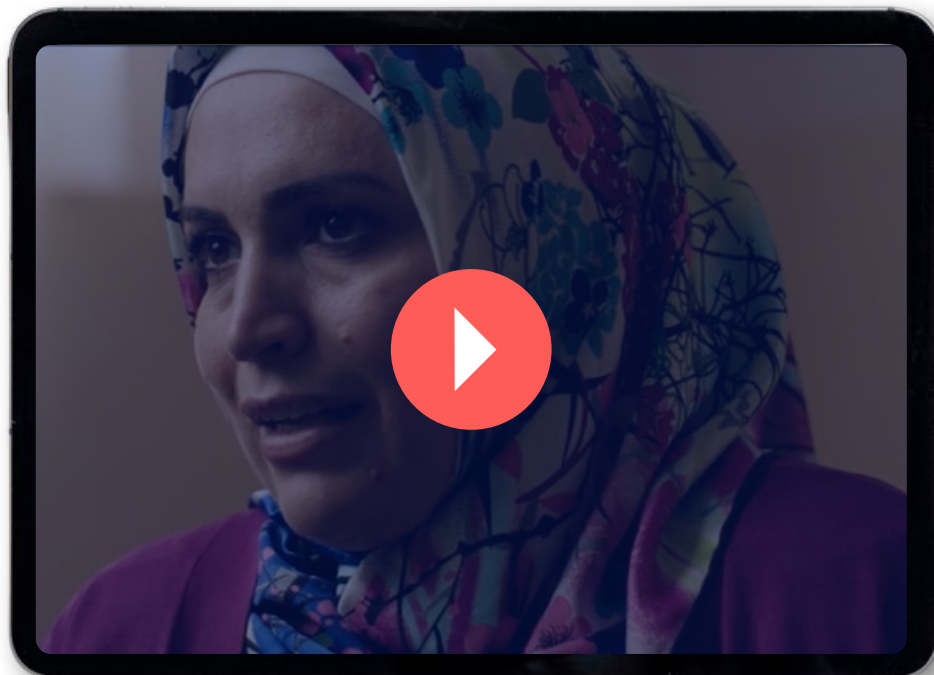
Through our partnership with the King’s Trust, we are helping increase improve employability and career-readiness for students in the UK.”

**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

# Social responsibility

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Through long-term partnerships, targeted programmes, and employee engagement, these initiatives aim to improve health outcomes, expand access to learning opportunities, and provide essential support to vulnerable communities. Together, they reflect Hikma’s commitment to creating lasting social impact across the regions where it operates.



**Watch**  
More about the impact we have on our communities (5 mins)

Providing better health



Supporting education



Helping people in need



Refugee education

Edheads partnership

The King’s Trust

Improving learning

## Improving learning environments for students across MENA and Europe

We advanced our commitment to education in 2025 by improving learning environments across MENA and Europe. Through infrastructure upgrades, equipment donations, digital learning investments, and student-engagement initiatives, we helped create safer and more equitable spaces for thousands of learners.

In Morocco, we strengthened practical and digital learning by equipping a public university with essential laboratory tools and establishing a fully equipped computer lab in a rural public school, expanding access to technology for nearly 1,000 students.

In Egypt, infrastructure upgrades at the Minya School for Intellectual Education included new digital classrooms, connectivity enhancements, and a sensory integration room, supporting more than 1,100 students.

Across Jordan and Iraq, our efforts focused on improving learning conditions through school renovations. This included classroom refurbishments, new furniture, enhanced outdoor areas, and volunteer-supported clean-up activities aimed at improving learning conditions for nearly 1000 students. In Iraq, upgrades to a public intermediate school improved facilities for more than 400 learners and included teacher training sessions to strengthen modern teaching methods.



**We continue to invest in local educational resources and infrastructure to enable students to access learning opportunities.”**

In Algeria, newly upgraded classrooms improved the learning experience for 80 students, further strengthening access to supportive learning environments.

In Portugal, we welcomed university and high school students to our facility, offering insights into pharmaceutical operations and quality practices for students and potential future employees.



# 3,500+

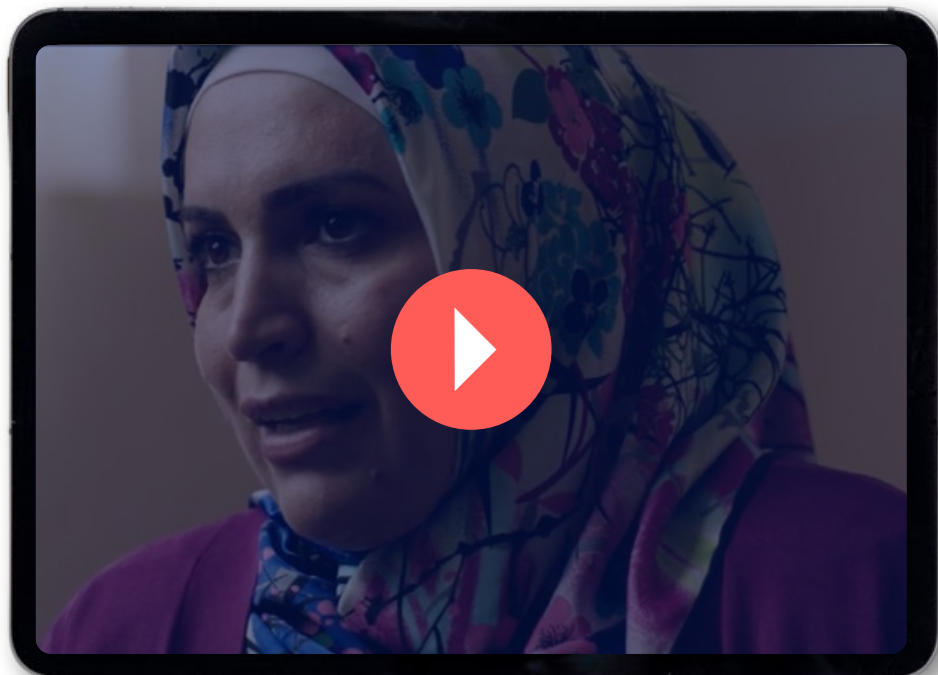
Students in MENA and Europe impacted

**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

# Social responsibility

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**Watch**  
More about the impact we have on our communities (5 mins)

Providing better health



Supporting education



Helping people in need



Food Security

Food and Clothing

Infrastructure

## Strengthening food security in the United States

In the US, we reaffirmed our commitment to impacting long-term food security through renewed partnerships with community food banks and local nonprofit organisations.

In 2025, we worked alongside The Emergency Assistance Center (TEAC) to distribute food nationally. As the Fresh Food Sponsor for the Emergency Assistance Centre, we helped ensure access to fresh produce, dairy, and essential foods for families experiencing financial hardships across the country.

Through multiple partnerships across the US, we helped distribute more than 200,000 meals to food banks nationwide in 2025.



# 200K+

Meals distributed across the US through our partnerships



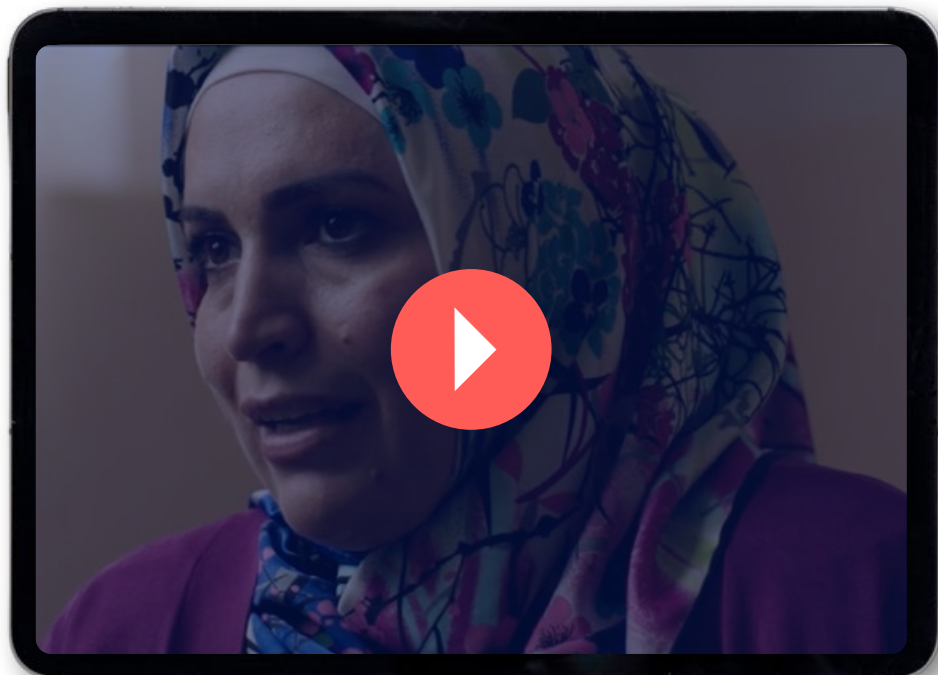
We work with food distribution organisations across the US to impact food security for those in need across the country."



# Social responsibility

Hikma delivers its social responsibility commitments through three focused thematic areas: providing better health, supporting education, and helping people in need.

Through long-term partnerships, targeted programmes, and employee engagement, these initiatives aim to improve health outcomes, expand access to learning opportunities, and provide essential support to vulnerable communities. Together, they reflect Hikma's commitment to creating lasting social impact across the regions where it operates.



**Watch**  
More about the impact we have on our communities (5 mins)

## Providing better health



## Supporting education



## Helping people in need



### Food Security

### Food and Clothing

### Infrastructure

## Providing food and clothing to vulnerable populations in MENA

### Clothing distribution

In 2025, we expanded our support for vulnerable communities across the MENA region through large-scale food and clothing assistance programmes, helping families facing economic hardship, displacement, and seasonal challenges.

In Jordan, Hikma's partnership with the Clothing Bank enabled the distribution of over 325,000 items of clothing which were distributed to more than 65,000 people. Volunteers also participated in clothing drives for orphaned children, impacting more than 100 children in the country.

We worked with local organisations to organise clothing donation initiatives throughout the region, supporting almost 800 individuals in Algeria, Iraq, Saudi Arabia, and Tunisia.

### Food donations

We support multiple food assistance programmes across MENA. In Jordan, we worked with the local charity Tkiyet Um Ali to distribute more than 5,000 meals and winter essentials to 59 low-income families.

Our food assistance initiatives held in Algeria, Egypt, Iraq, Morocco, Saudi Arabia, Tunisia and the UAE aimed at impacting vulnerable segments of the population, impacting more than 7,000 individuals.



We maintain our focus of working with local organisations in MENA to increase food security for vulnerable populations."



# 325K

Items of clothing distributed in Jordan

# 5,000

Meals distributed through Tkiyet Um Ali in Jordan

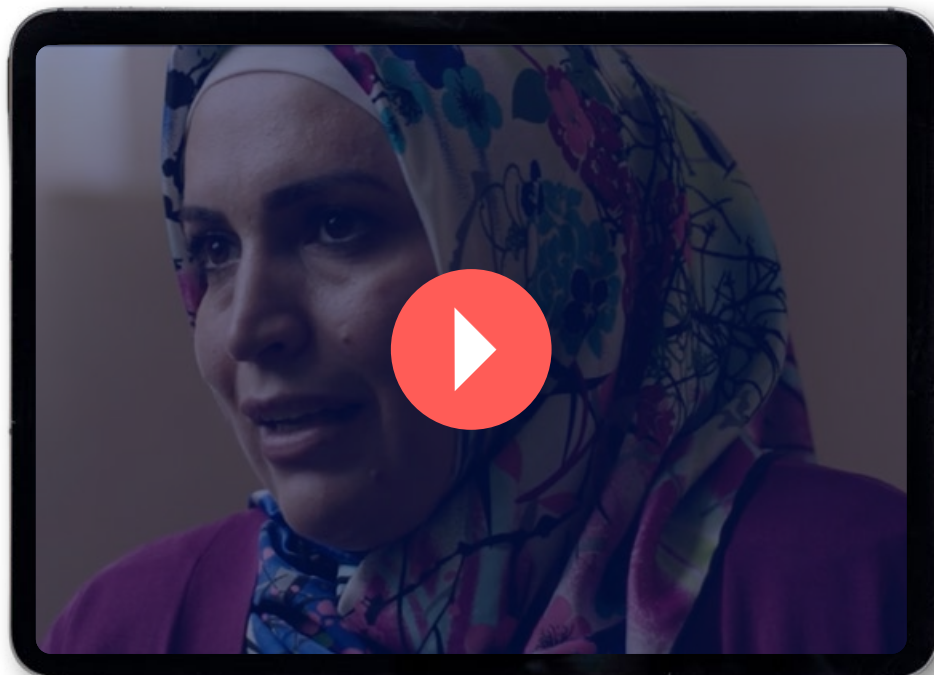


**Our focus areas**  
Advancing health and wellbeing  
– Social responsibility

# Social responsibility

Hikma delivers its social responsibility commitments through three focused thematic areas: providing better health, supporting education, and helping people in need.

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**Watch**  
More about the impact we have on our communities (5 mins)

Providing better health



Supporting education



Helping people in need



Food Security

Food and Clothing

Infrastructure

## Upgrading community infrastructure and learning in MENA and Europe

In Jordan, we supported the newly equipped Crown Prince Foundation Centre in Aqaba. The Centre operates as a hub for youth empowerment in southern Jordan, focusing on entrepreneurship, technology, and skill development. It offers coworking spaces, vocational training and organises events aimed at driving innovation for the country’s youth. The Centre is expected to benefit more than 7,000 young people annually.

We also organised infrastructure and refurbishment projects within our communities aimed at improving living conditions, access to basic necessities, safety and access for vulnerable people in MENA and Europe. In Saudi Arabia and Jordan, volunteers took part in initiatives that refurbished 20 homes for low-income families. In Tunisia, volunteer-led refurbishments have impacted more than 180 young people.

In Portugal, we supported the Casa Pedro Arrupe institution through a volunteer assistance initiative. The institution offers social support services for migrants and refugees; offering basic necessities and community initiatives to those segments.



Through volunteer-led initiatives, we refurbished homes for people in need across MENA and Europe.”

## Our Back to School Programme

In Jordan, we distributed school supplies to 125 students and organised learning sessions for 75 students in separate volunteer initiatives. In Iraq, essential school supplies were donated to 50 orphaned children. In Tunisia and Portugal, fully equipped schoolbags were distributed to more than 325 students.



50

Orphans in Iraq received essential school supplies

180

Young people impacted in Tunisia through home refurbishments



Pinnacle metric:  
**73%**  
Employee engagement score



# Empowering our people

## Shaping a culture of progress and belonging

We empower our people and nurture a unified culture of belonging. We focus on the wellbeing of our people, maintaining constructive engagement and providing long-term development and growth opportunities for our people.



See the summary IRO table for a detailed overview of the impacts, risks, and opportunities for this focus area.



# Empowering our people

## ess and belonging

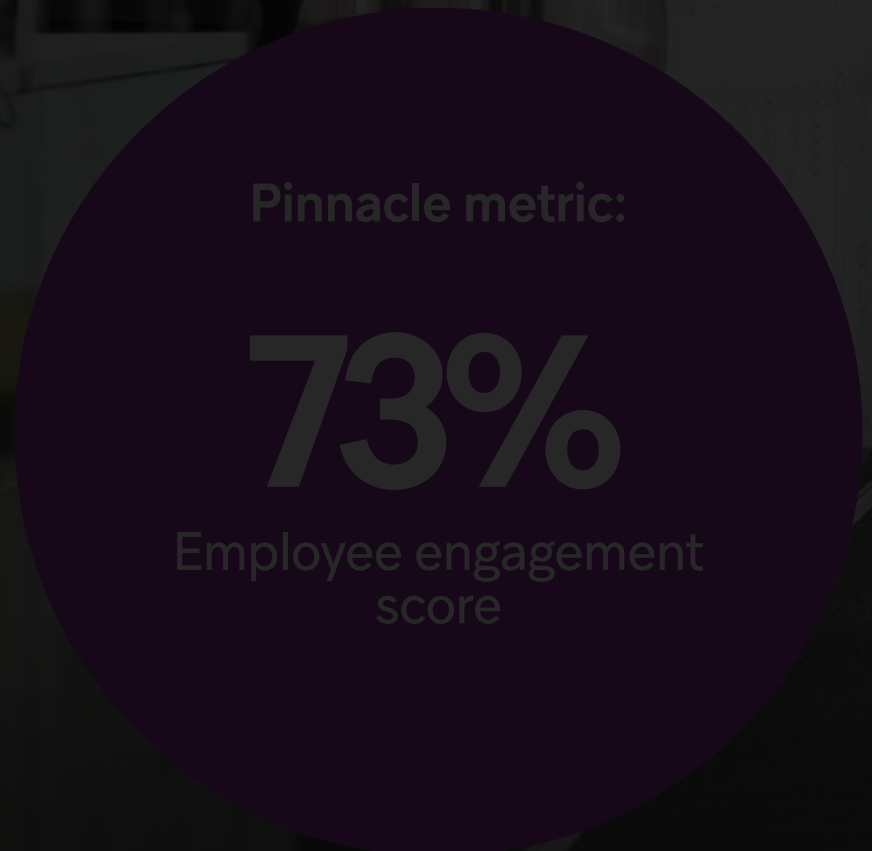
and nurture a unified culture  
the wellbeing of our people,  
engagement and providing  
growth opportunities for



### Identified material impacts, risks and opportunities (IROs)

IRO description	Category	Value chain
Working conditions – secure employment:	Positive impact	Own operations
Working conditions – health and safety	Positive impact	Own operations
Equal treatment and opportunities – training and development	Positive impact	Own operations

- Key
- Positive impact
  - Opportunity
  - Negative impact
  - Risk

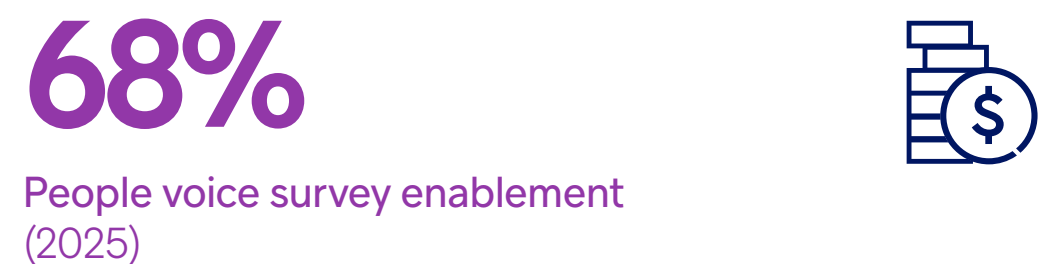
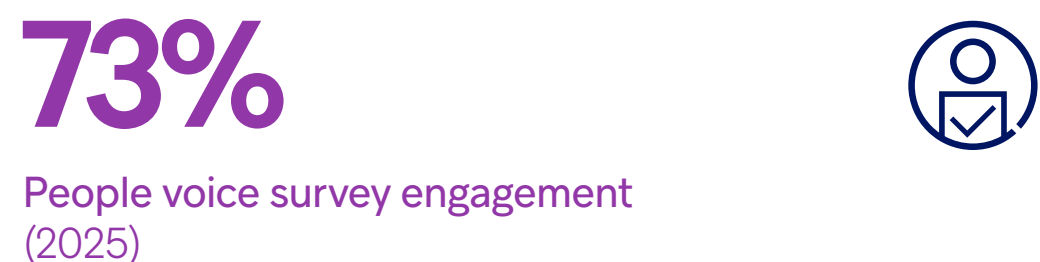


See the summary IRO table for a detailed overview of the impacts, risks, and opportunities for this focus area.

**Our focus areas**  
**Empowering our people**  
 – Wellbeing and development

# Wellbeing and development

The wellbeing and development of our people are at the heart of our culture. In 2025, we strengthened and expanded programmes that support the mental, physical, and emotional health of our colleagues, while also fostering their personal growth.



To achieve this, we introduced a more structured and integrated approach to wellbeing, ensuring it remains responsive to local needs and preferences, as identified through ongoing engagement and feedback.

### Employee engagement and enablement

We maintain multiple engagement channels with employees to remain responsive to employee sentiments and improve aspects of their wellbeing.

The latest People Voice Survey, conducted at the Group level and covering all employees, measures the sentiments and priorities of our people on issues related to wellbeing, development, inclusivity and culture.

Compared to our previous survey, engagement remained consistent, reflecting pride and commitment to our purpose. Employee enablement decreased by one percentage point, reflecting steady performance in promoting employee growth and development.

### Wellbeing programmes

Our wellbeing framework is built on a holistic approach that supports every aspect of our colleagues' lives – mental, physical, emotional, social, and financial. We recognise that true wellbeing extends beyond the workplace, which is why many of our initiatives also include support for employees' families. This commitment goes hand in hand with our focus on inclusion and creating a psychologically safe work environment. Our initiatives focus on various aspects of wellbeing, including physical, mental, and financial health, ensuring a holistic approach to support our workforce.

Among these efforts, wellbeing days and wellbeing seminars of various topics were conducted with high participation rates across all regions. These events fostered a sense of community and brought employees together from different locations, reinforcing our dedication to creating a supportive and inclusive work environment.



#### Spotlight on: Supporting mental health

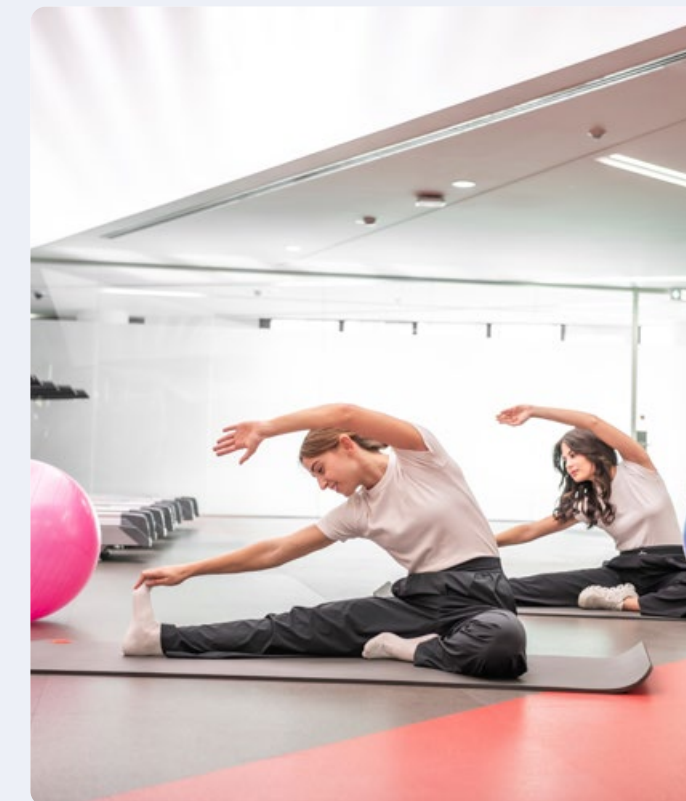
Across our sites, we offer employees with targeted sessions addressing topics such as stress management, work-life balance, and children's mental health, including the impact of bullying and screen time. In Portugal, we introduced short workplace stretching routines at the People Gym to support physical wellbeing, particularly for operational teams. These efforts reflect our ongoing commitment to fostering a healthier, more supportive work environment – both mentally and physically – for all employees.



#### Spotlight on: Hikma Honours Programme

Hikma Honours is our global peer-to-peer recognition programme that enables employees to celebrate one another by awarding digital badges aligned with our core values: Caring, Innovative, and Collaborative. Since its launch, thousands of badges have been exchanged across regions, creating a vibrant culture of appreciation and reinforcing the behaviours that make Hikma a great place to work. The programme has strengthened team morale, encouraged cross-functional recognition, and deepened the sense of connection across locations.

“Our wellbeing programme focuses on providing mental, physical, social and financial support for our people.”



#### Spotlight on: Wellness days

In 2025, we continued to organise Wellness days for employees across multiple sites. These days provided employees with opportunities to engage in physical activities, mental health workshops, and nutrition sessions tailored to local needs. They also offered health screenings and educational resources related to key wellbeing topics, alongside activities designed to encourage participation and healthy habits. Wellness days engaged more than 600 employees across our sites.

**600+**  
 Employees engaged in wellness days



## Inclusivity

Fostering an inclusive culture among our employees contributes to our organisational effectiveness and helps to drive innovation and creativity.

Our aim is to treat everyone fairly, regardless of ethnicity, gender or other non-merit-based characteristics. We emphasise the economic empowerment of our people and have established several employee resource groups (ERGs), such as the Women’s Empowerment ERG and Black Employees ERG, that support our employees in achieving their full potential.

### Spotlight on: Providing employees with pregnancy and parenting support

We support new mothers globally through maternity leave policies, nursery allowances, and dedicated wellness spaces. In 2024, we launched our first pregnancy wellness room at one of our sites, providing a calm and supportive space for expectant and new mothers.



### Spotlight on: Empowering women in science

We established the Women in Science (WIS) group in 2023, with the aim of supporting women that work in Science, Technology, Engineering, Mathematics and Medicine (STEMM)-related fields and providing them with opportunities to engage meaningfully with their communities. In 2025, the group focused on practical impact – supporting early talent through university partnerships, participating in external scientific forums, and contributing to community initiatives that promote careers in science. These efforts help build capability, encourage knowledge sharing, and strengthen engagement across our scientific community.



Our Women in Science group supports women that work in STEMM-related through learning and knowledge-sharing.”



## Health and safety

We prioritise the health and safety of our people and aim to exceed industry standards to ensure a safe and secure working environment.

Our Group Environmental Health and Safety policy statement describes our approach to ensuring the welfare of our people and other workers across our locations. Updated in 2024, the policy statement strengthens and standardises our approach to ensuring the wellbeing of our employees and other workers at our locations globally.

We continue to establish and refine programmes to maintain and exceed industry standards when safeguarding the health and wellbeing of our people. We are also improving how we measure and report on health and safety-related metrics, maintaining transparency and ensuring our alignment with relevant reporting frameworks. The year-on-year increase in reported cases appears to reflect the maturation of our reporting systems rather than a decline in safety or health performance. As our processes have become more structured and comprehensive, they have begun to capture a more accurate picture of actual injury rates.

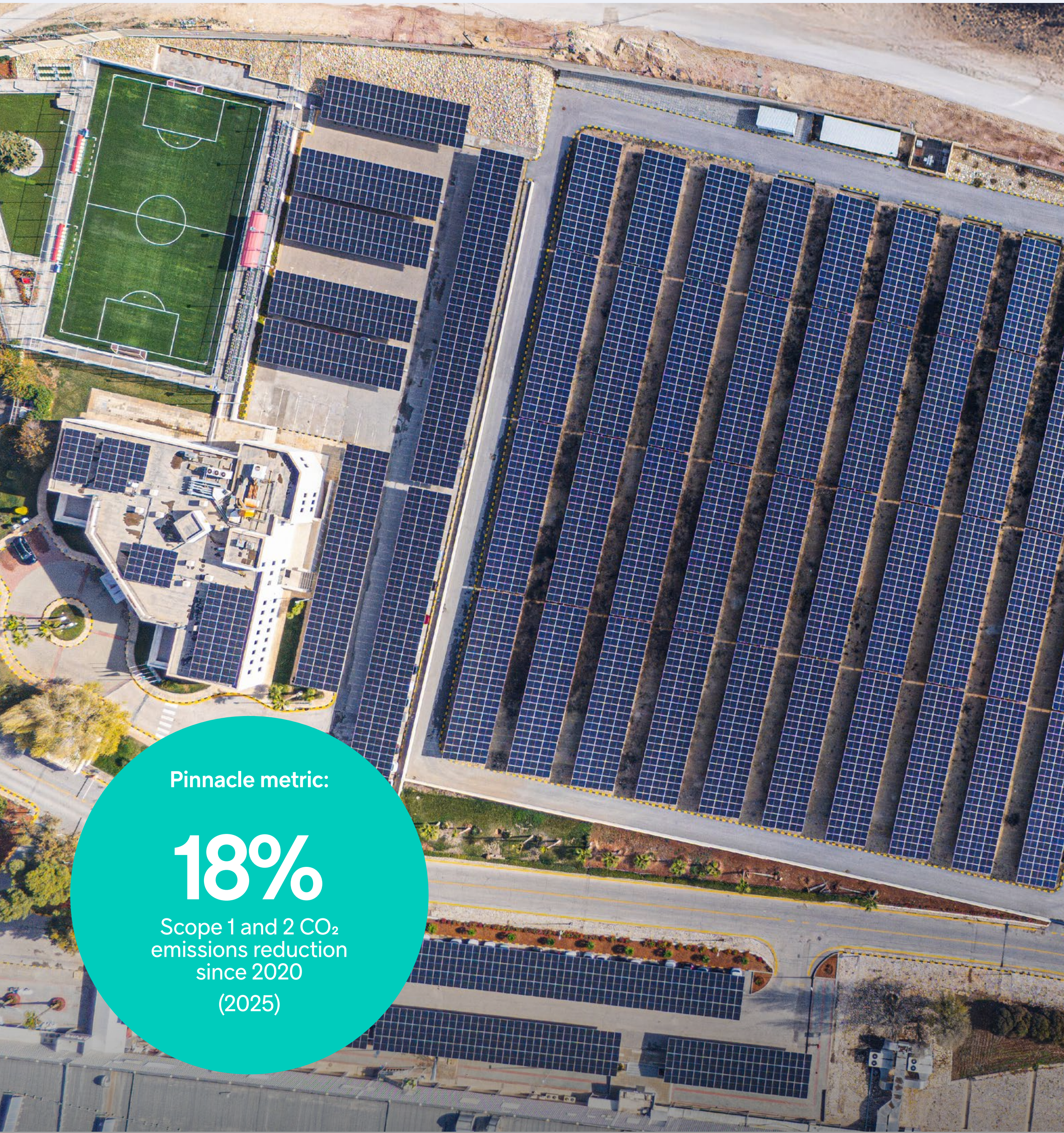
For example, Portugal reported only nine and twelve lost time injuries (LTIs) in 2022 and 2023, respectively; however, as our reporting framework became more formalised, these figures increased to 22 in 2024 and 38 in 2025, indicating improved transparency and data completeness rather than a worsening safety trend. Data related to employee health and safety can be found on **page 41**.

In 2025, we began developing systems to capture injury and illness data from our office environments more effectively. We also implemented a centralised process to source hours worked data for both full-time and contingent workers. This improvement ensures that our metrics are accurate, consistent, and fully auditable, strengthening the reliability of our reporting and compliance efforts. These efforts will continue through 2026 to ensure we are compliant with CSRD Reporting requirement.



**We continue to establish and refine programmes to maintain and exceed industry standards when safeguarding the health and wellbeing of our people."**





Pinnacle metric:  
**18%**  
Scope 1 and 2 CO<sub>2</sub>  
emissions reduction  
since 2020  
(2025)



# Protecting the environment

## Supporting a healthier planet

We have a long-term ambition to eliminate our operational impact on the environment.



See the summary IRO table for a detailed overview of the impacts, risks, and opportunities for this focus area.



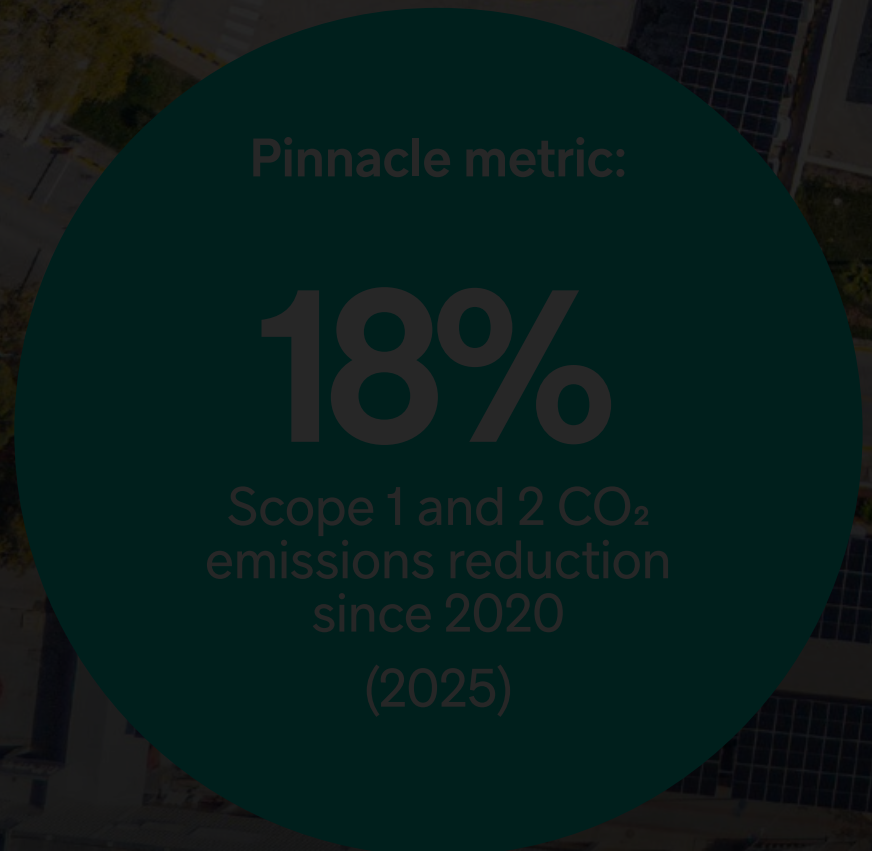
# Protecting the environment



## Identified material impacts, risks and opportunities (IROs)

IRO description	Category	Value chain
Climate change mitigation	Negative impact	Across the value chain
Water consumption	Negative impact, Risk	Own operations (esp. MENA)

- Key
- Positive impact
  - Opportunity
  - Negative impact
  - Risk



See the summary IRO table for a detailed overview of the impacts, risks, and opportunities for this focus area.

**Our focus areas**  
**Protecting the environment**  
 – Greenhouse gas emissions

## Environmental sustainability targets

Target	2025 Progress	Status	Our aim for 2026
By 2030, reduce our Scope 1 and Scope 2 emissions by 25% (baseline: 2020) <b>L</b>	We invested in energy efficiency and renewable energy generation, which enables us to minimise our emissions while continuing to grow as an organisation	⋯	Continue to pursue renewable energy and energy efficiency solutions, and explore long-term green energy procurement opportunities where we operate
By 2026, introduce long-term carbon reduction targets and implement key renewable energy projects <b>S</b>	Identified and implemented opportunities to improve energy efficiency and reduce carbon emissions, and identified key renewable energy projects	➤	Continue efforts to drive efficiency and emissions reductions, begin implementation of key renewable energy projects, and introduce 2030+ carbon reduction targets
By 2028, deliver key aspects of the ISO 46001 water efficiency management system in the MENA region <b>L</b>	Conducted site-level assessments to identify opportunities to improve water management	➤	Begin implementation of water stewardship standards at relevant sites



**Timeframe:** **L** Long-term    **S** Short-term

**Status:** **✓** Achieved    **➤** On track    **⋯** Partially achieved



**Our focus areas**  
**Protecting the environment**  
 – Greenhouse gas emissions

## Greenhouse gas emissions

We consider energy efficiency and climate change mitigation to be material topics. We continue to pursue various programmes and initiatives to reduce emissions and consume energy more efficiently. These efforts are in line with our 2030 emissions reduction target.

### Our emissions reduction target

In 2021, we put in place a target to reduce our Scope 1 and 2 GHG emissions by 25% by 2030, using a 2020 baseline. The target was developed using the absolute contraction approach using the Paris Climate Agreement scenario at that time.

### Our performance

In 2025, our Scope 1 and 2 emissions (market-based) measured 130,742 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). Compared to our base year of 2020, we have reduced our emissions by 18%. See more details about our annual emissions in the Data summary.

To accurately track progress towards our carbon reduction targets, we adjusted our base year emissions inventory and the most recent reporting year to account for significant structural changes that took place through our acquisition of two sites in the US and Croatia. More details about our emissions restatement and reporting methodology can be found in the Annual Report 2025, page 59.

### Climate change mitigation

We are continuously evaluating opportunities to transition to renewable energy in each of our three regions (North America, Europe, MENA). In our European facilities, we source 100% of our electricity from green sources. In Jordan, we have established onsite renewable energy generation that constitutes 15% of our electricity consumption in the country. We completed a 1MWp solar installation in Qasta ahead of schedule.

In addition, we have onsite renewable energy generation in Morocco, Portugal and Saudi Arabia, with our onsite renewable energy capacity increasing 354% between 2021 and 2025. We are considering further solar installations in Jordan and Cherry Hill, US, and intend to continue expanding onsite capacity in future years, in line with achieving our 2030 emissions reduction target.

### Climate change adaptation

We align our internal processes and our public disclosures with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and the mandatory reporting requirements set out in the Companies Act relating to Climate-related Financial Disclosures (CFD). We are fully aligned to nine and partially aligned to two recommendations. More about our assessment of climate-related risks and opportunities as well as our alignment with the TCFD and CFD is available in our **Annual Report 2025**, page 66.

### Scope 3 emissions

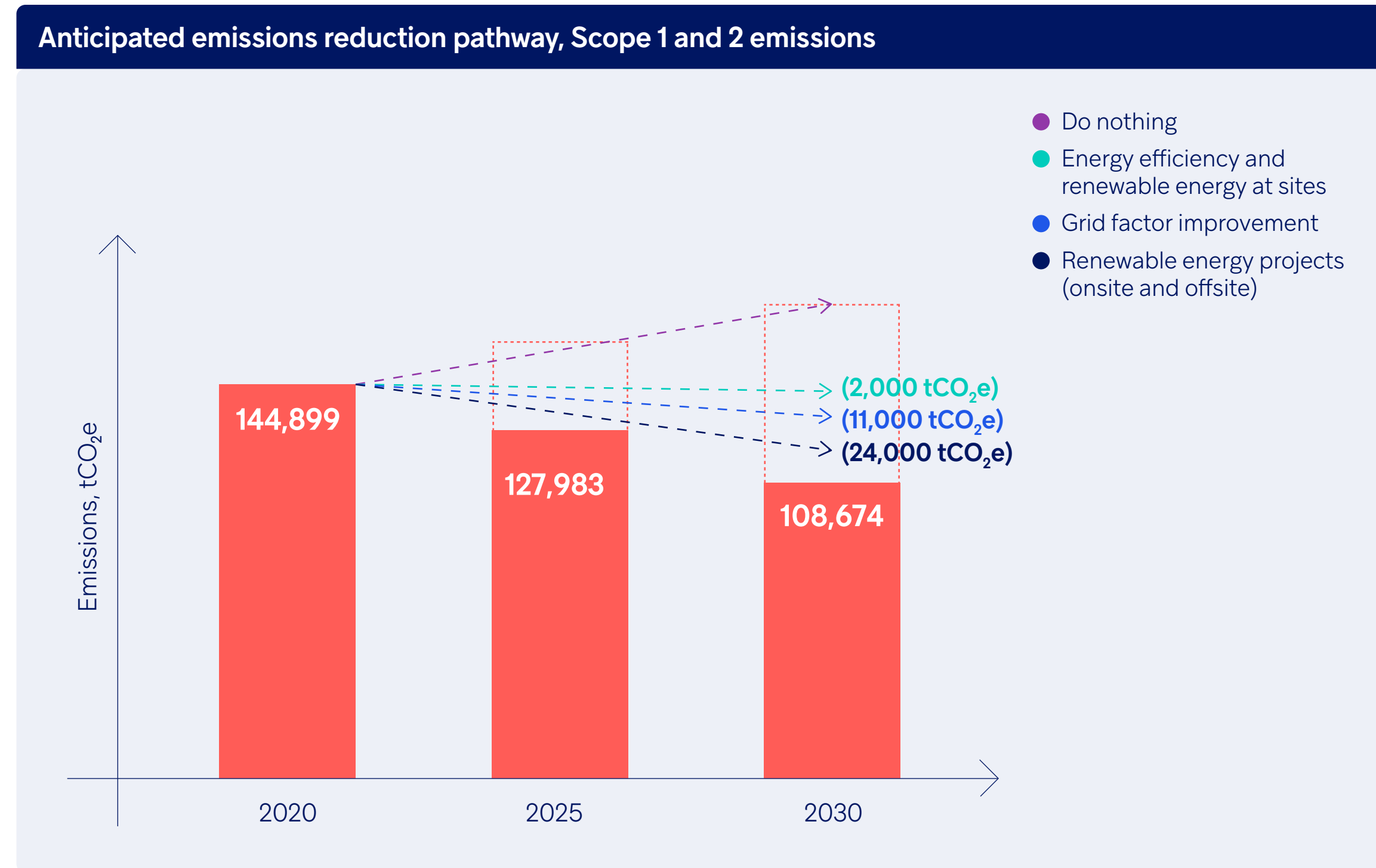
In 2021, we started tracking our indirect Scope 3 emissions, prioritising key areas relevant to our operations. Since then, we have enhanced our calculation methodologies and

the accuracy of our activity data and emission factors. Collaborating closely with suppliers, we have also gained insights into their efforts to reduce emissions.

By 2024, our efforts to improve the accuracy of our Scope 3 calculations and reporting led to significant reductions in the Purchased goods and services category. By implementing supplier-specific emission factors, we were able to use actual emissions data instead of relying on external databases, thus improving the accuracy of our reporting and better reflecting the impact of our suppliers' decarbonisation initiatives. We have also further improved the quality of our data by transitioning more categories from a monetary-based to a quantity-based calculation approach. The overall reduction in emissions in Purchased goods and services was influenced by decreased spend and a shift towards markets with lower emission coefficients. We improved the accuracy as well of our employee commuting calculations and reporting by more precisely identifying employees using private cars versus those using Company-provided transportation (reported under Scope 2).

We also introduced emissions measurements for Categories 11: Use of sold products and 12: End of life treatment of sold products, which account for the change in total Scope 3 emissions between the 2025 Annual Report and Sustainability Report. Category 11 emissions primarily come from our inhaler products that use propellants and, to a lesser extent, from our cold-chain products that require refrigeration during storage. Category 12 emissions are mostly from packaging waste treatment.

We will continue to explore measures to reduce our downstream emissions footprint, and we plan to introduce Category 9: Downstream transportation and distribution in future reports. We continue to engage with our procurement community and key suppliers to raise awareness about our Scope 3 emissions. Our efforts include targeted outreach of suppliers, who represent just over 55% of our Scope 3 emissions footprint. These engagements provide insights into their carbon reduction and energy efficiency goals and highlight opportunities for collaboration projects to reduce our carbon footprint.





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We continue to pursue initiatives that improve how we manage waste and water, and to refine how we collect and report on relevant data. We are exploring opportunities to reduce environmental impacts related to waste incineration and other treatment methods.

**17%**

Total increase in water storage capacity in 2025



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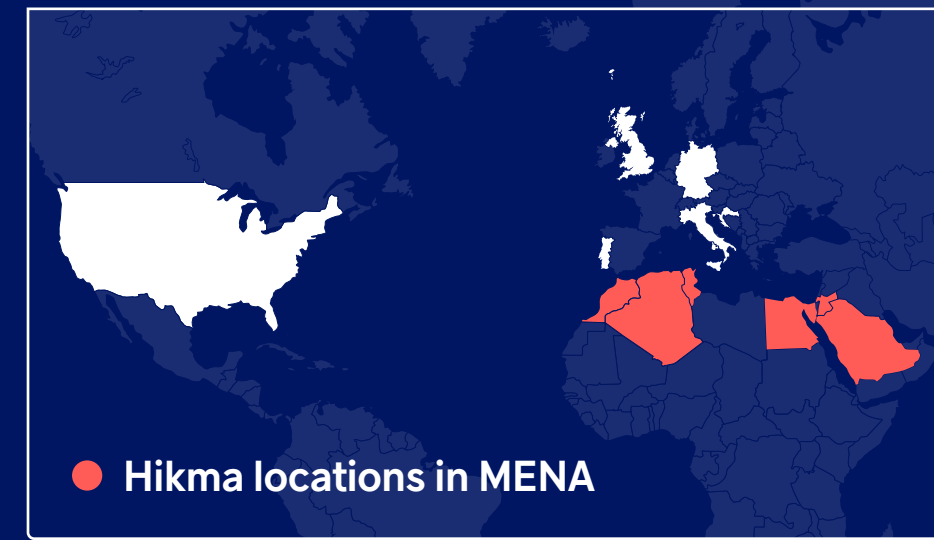
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### Notable achievements

- Established water-related company targets to drive water efficiency at the site level
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- Established a water efficiency grading system, a framework that enables site management to prioritise and accelerate water-related programmes
- Expanded water storage facilities at our sites, primarily in MENA, achieving an increase in storage capacity of 17%

### Water-scarce countries in which we operate



### Our water consumption and extraction in MENA

	Water extraction as % of Group total	Water consumption as % of Group total	Water treatment and reuse facilities
Algeria	3%	7%	✓
Egypt	7%	19%	✓
Jordan	10%	4%	✓
Morocco	2%	7%	✓
Tunisia	3%	7%	✓
Saudi Arabia	2%	2%	✓
<b>Total</b>	<b>27%</b>	<b>36%</b>	



"We prioritise water management and efficiency in locations where water scarcity and water security issues are highest."



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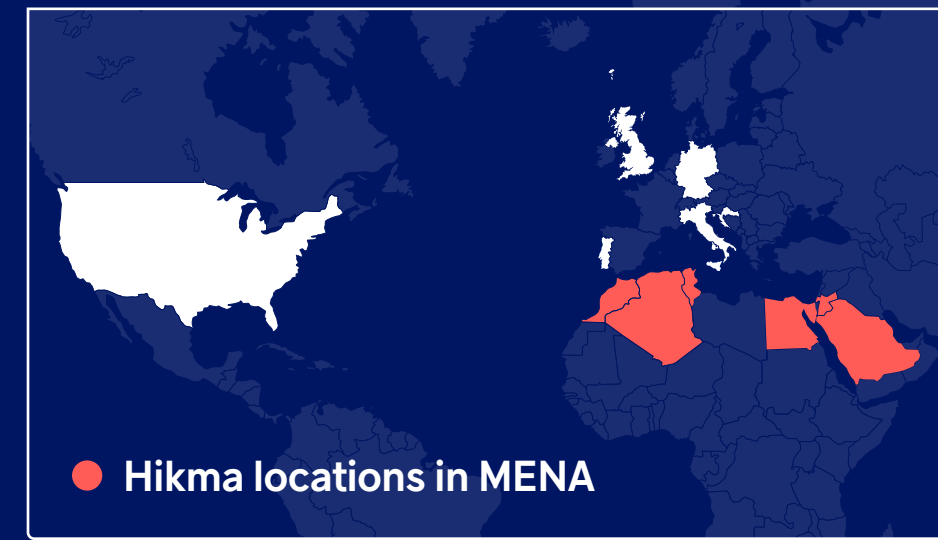
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### Water-scarce countries in which we operate



### Morocco

**2%**

Water extraction as % of Group total

### Notable achievements

- Constructed a water treatment system enabling reuse and annual savings of 7,500m<sup>3</sup>



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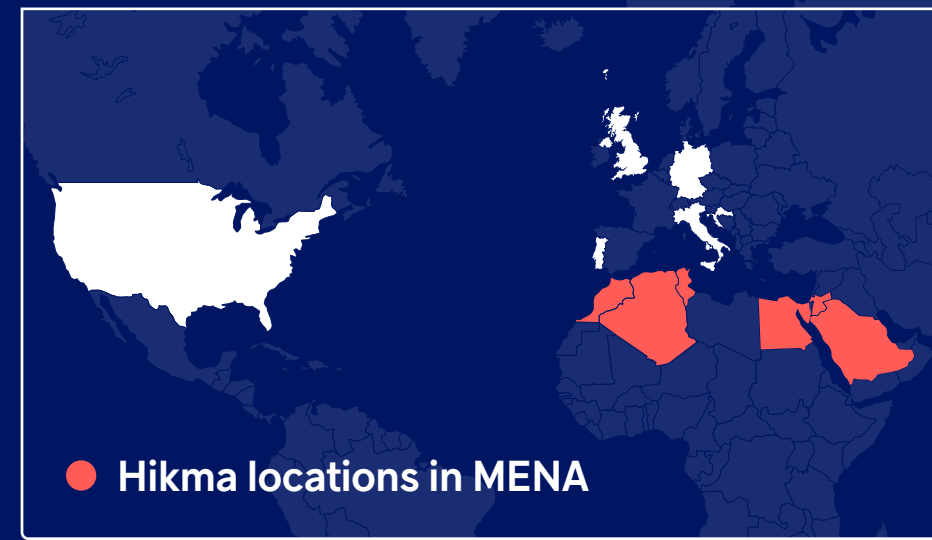
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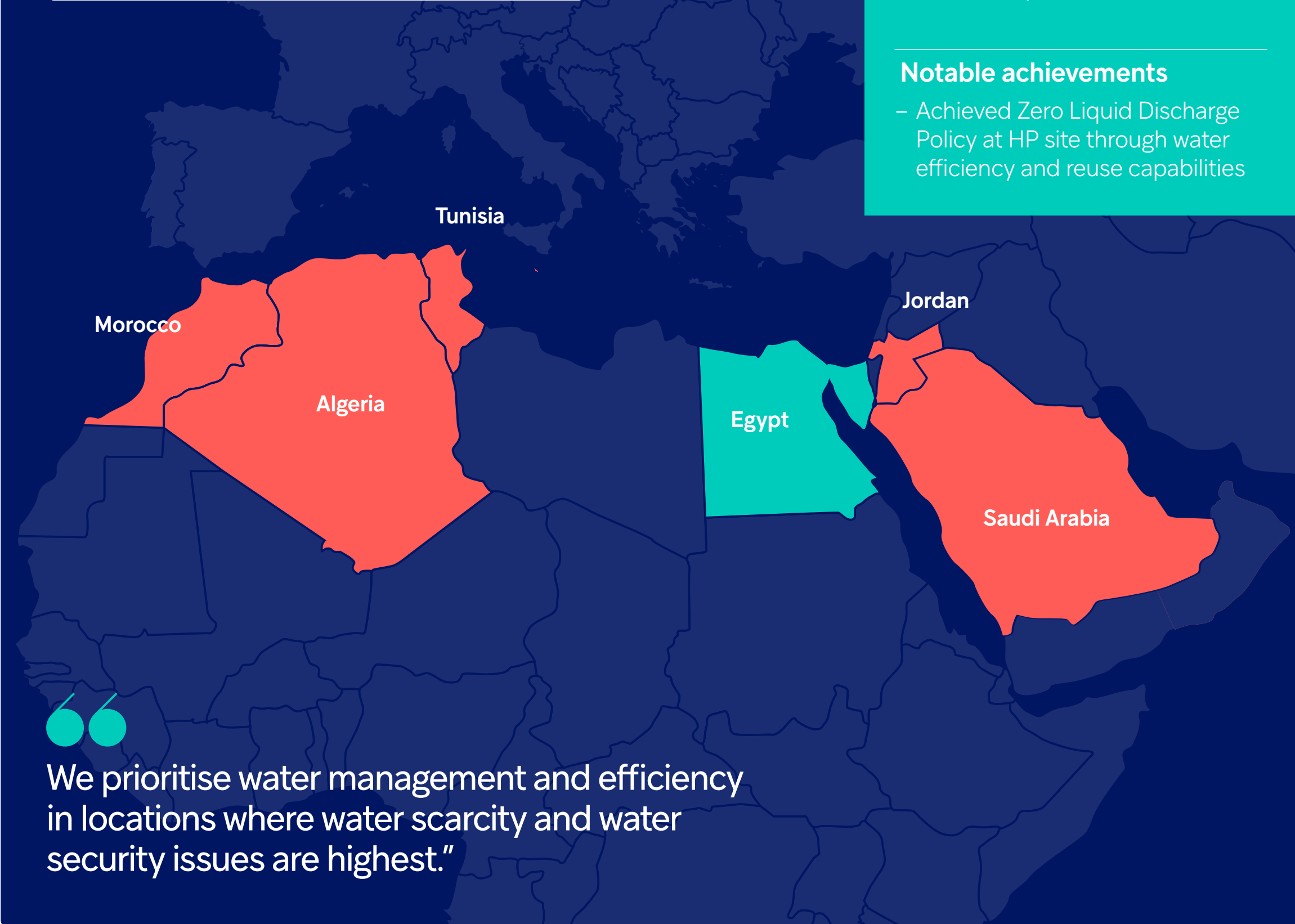
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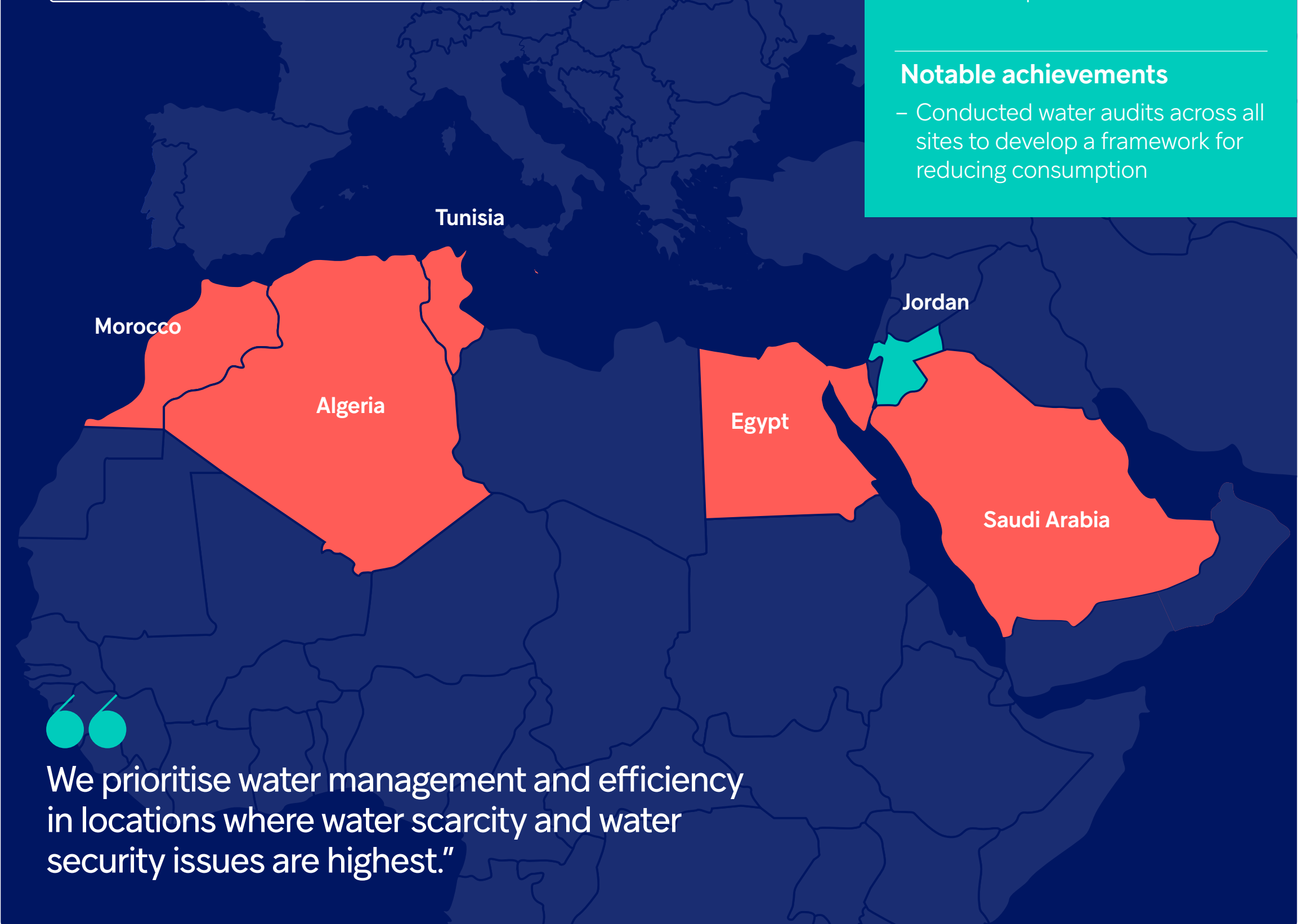
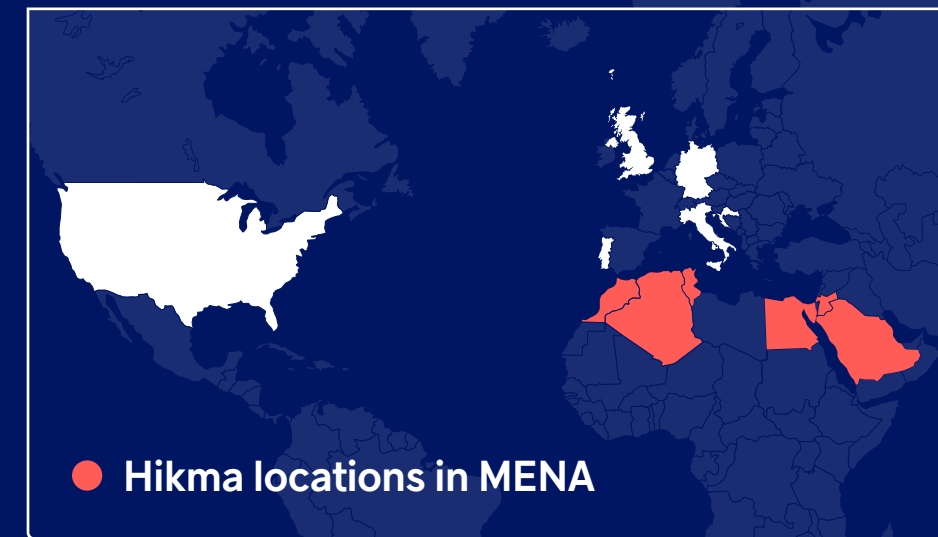
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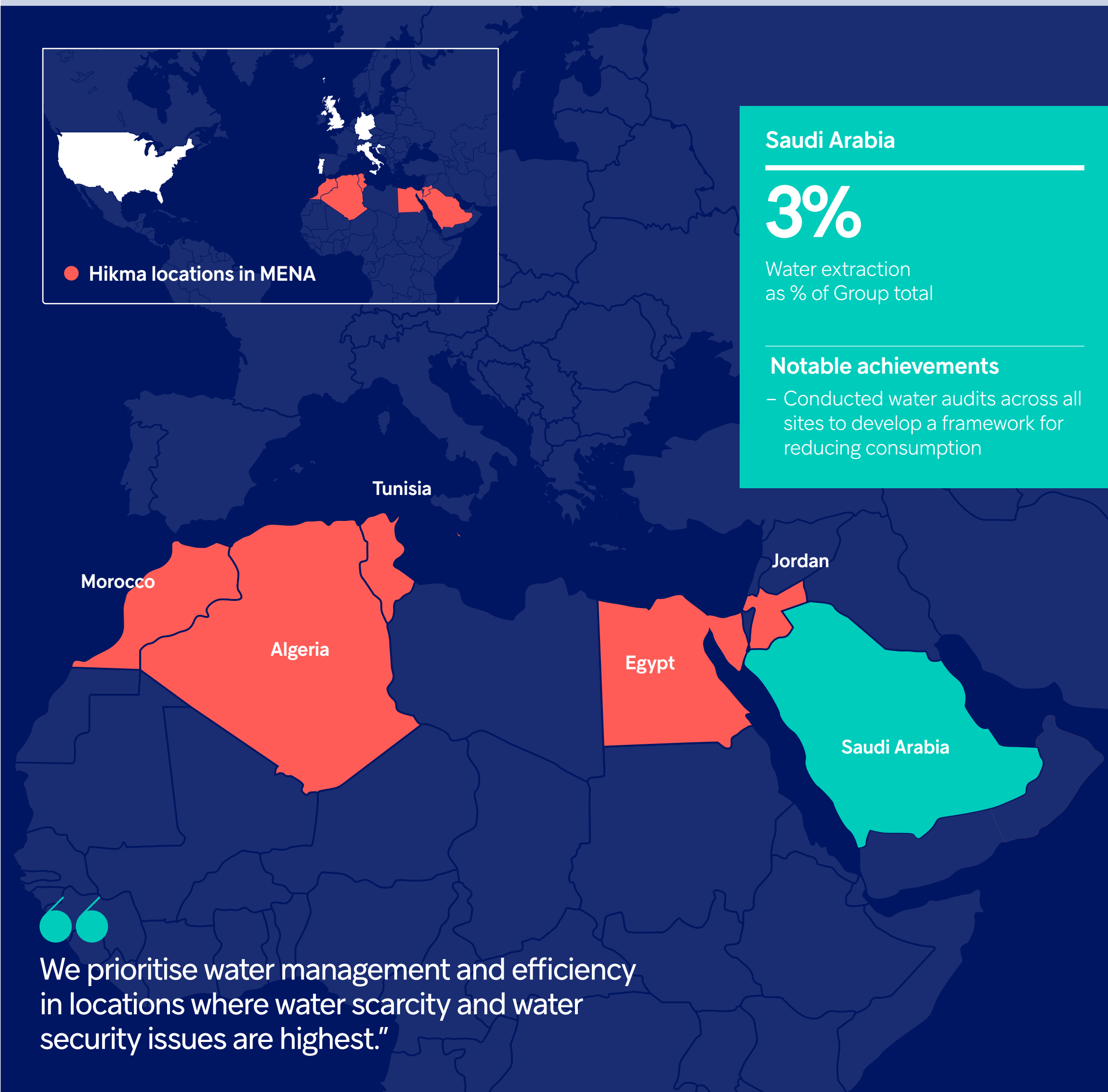
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### Water-scarce countries in which we operate






Pinnacle metric:  
**99%**  
CoC training completion rate



# Operating responsibly and ethically

## Acting with integrity

We commit to the highest ethical standards in the conduct of our global business operations and across our value chain.

 See the summary IRO table for a detailed overview of the impacts, risks, and opportunities for this focus area.



# Operating responsibly ethically



### Identified material impacts, risks and opportunities (IROs)

IRO description	Category	Value chain
Corporate culture	Positive impact, Opportunity	Across value chain
Corruption and bribery incidents	Risk	Across value chain

- Key
- Positive impact
  - Negative impact
  - Opportunity
  - Risk

Pinnacle metric:

# 99%

CoC training completion rate



See the summary IRO table for a detailed overview of the impacts, risks, and opportunities for this focus area.

**Our focus areas**  
**Operating responsibly and ethically**  
 – Ethical business conduct  
 – Corporate governance

We uphold the highest ethical standards in all facets of our business. Our culture is embedded across the business through our Company values. These values build on our founder’s vision of Hikma as a company with high ethical standards, where our people thrive in a supportive environment.

Maintaining a culture underpinned by ethical decision-making with appropriate internal controls helps support our people and the third parties we work with in complying with our Code of Conduct, associated policies and procedures, as well as all applicable legislation.

## Ethical business conduct

We are committed to upholding the highest ethical standards in all facets of our business. Some of the policies and programmes that guide our conduct include:

### Code of Conduct (CoC)

Our CoC provides an overview of the legal, regulatory and ethical requirements and expectations for our employees, partners and those that we do business with. Read our Code of Conduct [here](#).

### Global Compliance Programme

Our commitments to business integrity, quality, communities and ethical conduct are overseen by the Compliance, Responsibility and Ethics Committee (CREC), a Board-level committee. Read about our Global Compliance Programme [here](#).

### Speak up

Our speak up platform provides both internal and external stakeholders a resource to confidentially raise concerns about suspected misconduct. Read about our speak up platform [here](#).

### Notable achievements

- Rolled out an updated conflict of interest process
- Implemented enhanced compliance programme for engagement with healthcare professionals (HCPs) and healthcare institutions (HCIs)
- Further enhanced third-party due diligence systems and processes
- Continued to develop modern slavery and human rights controls in partnership with Procurement, Legal and HR functions
- Strengthened the speak up line, grievance mechanisms, and investigation policies and procedures in line with evolving regulatory requirements and whistleblowing act

## Corporate governance

The Compliance, Responsibility and Ethics Committee (CREC or the Committee) promotes and oversees our commitments to business integrity, compliance, communities and ethical conduct, and broadened its remit to oversee key aspects of Hikma’s sustainability strategy. The Committee received regular updates on Hikma’s sustainability strategy and related activities, including those related to water management, emissions and driving a sustainable supply chain.

The Committee monitored developments in reporting and disclosure requirements and received updates on our preparations to report against the Corporate Sustainability Reporting Directive (CSRD) from financial year 2025, including an externally facilitated double materiality assessment which will be used to update our sustainability framework and determine the scope for CSRD reporting. CREC maintains direct oversight and responsibility for environmental issues, particularly climate change and water.



### Governance of sustainability

**Board of Directors**  
 Overarching oversight of sustainability

**Executive Committee**  
 Leadership and alignment of sustainability with corporate strategy

**Sustainability team**  
 Executive Sponsor-led:  
 Steer and coordination

**Global functions and site management teams**

**ESG Committee: Access to Medicine**

**Employee networks**

**ESG Committee: Environmental Sustainability**



**Our focus areas**

**Operating responsibly and ethically**  
– Responsible value chain

# Responsible value chain

**Engaging our suppliers and stakeholders**

We work closely with our suppliers and downstream stakeholders to ensure that our sustainability strategy is deeply integrated across every part of our value chain.

Our approach involves actively engaging with suppliers to enhance their social and environmental sustainability practices, fostering greater awareness and action on key issues throughout the supply chain. Simultaneously, we focus on reducing the negative impacts of our downstream activities, ensuring that the products and services we deliver contribute positively to the environment and society.

This commitment extends beyond traditional sustainability concerns to address critical issues such as anti-microbial resistance (AMR) and promoting patient awareness, as well as environmental impacts such as the emissions impacts of packaging disposal. Through these actions, we aim to drive a holistic, long-term approach to sustainability that extends far beyond our direct operations.

**Upholding the principles of human rights and safeguarding against modern slavery practices**

We uphold and defend human rights and take decisive action to prevent modern slavery – including forced labour, compulsory work, and human trafficking – across our global operations and value chain.

To strengthen our oversight and risk management efforts, we have established a dedicated Modern Slavery Task Force, bringing together experts from our Legal, Procurement, and Compliance teams.

This cross-functional team works collaboratively to refine our risk assessment and due diligence processes, ensure these are implemented effectively, and develop clear, proactive strategies to identify and respond to any potential modern slavery risks within our supply chain.

The MS Task Force collaborates to review and enhance our risk assessment and due diligence process, ensure their effective implementation, and develop clear strategies for addressing potential instances of Modern Slavery, should they arise.

**Key measures to uphold human rights principles:**

- A global Supplier Code of Conduct that requires our suppliers and third parties who represent or conduct business on behalf of Hikma to comply with all applicable laws, rules, regulations, and ethical standards, including with respect to forced or compulsory labour and human trafficking
- Enhanced third-party due diligence processes with updated risk criteria to identify and address modern slavery risks within our supply chain
- Training on third-party risk assessment and due diligence processes for employees involved in third-party onboarding
- Continuing our partnership with EcoVadis, a leader in sustainability ratings, to assess our main supplier base for any risk of modern slavery or human rights abuses. In 2025, we started the process to complete the EcoVadis Groupwide assessment
- Training Hikma staff on labour standards and how to recognise and respond to any incidences of modern slavery
- An anonymous speak up line to empower Hikma employees, consultants, suppliers and third parties to report potential issues, including those related to modern slavery
- Engaging with supply chain partners and the operational part of our business if and when any risk of modern slavery is identified

Our modern slavery statement is available [here](#).



**92%**



Of surveyed suppliers that have 'Strong alignment with our Supplier Code of Conduct'

# Sustainability Data summary 2025

Our ambitions and actions are supported by clear KPIs and targets to drive continued performance improvements.

## IN THIS SECTION

Our performance	35
Advancing health and wellbeing	36
Empowering our people	39
Protecting the environment	42
Operating responsibly and ethically	51

## Data summary

# Our performance

Following our stakeholder engagement in 2024, we have embedded a clear sustainability Key Performance Indicator (KPI) framework to support consistent monitoring and transparent communication of our performance. Our KPIs are now presented through a sustainability dashboard, enabling clearer visibility of progress over time. Each KPI has been selected to represent a key area identified and assessed through the Double Materiality Assessment (DMA) and aligns with the Hikma Sustainability Topics (HSTs) described on **page 7**. In future years, we aim to set targets based on a selection of these metrics.

## KPI summary

	2023	2024	2025
<b>Advancing health and wellbeing</b>			
Number of patients treated (millions) <b>P</b>	224	229	<b>222</b>
New product launches	157	132	<b>84</b>
Value of donated medicines (\$m)	4.9	4.1	<b>2.6</b>
Number of beneficiaries from community activities	–	–	<b>566,780</b>
Charitable donations (\$m)	3.4	3.9	<b>3.3</b>
Capital expenditure in property or plant equipment (\$m)	169	165	<b>197</b>
<b>Empowering our people</b>			
People voice survey engagement <b>P</b>	–	73%	<b>73%</b>
People voice survey enablement <b>P</b>	–	69%	<b>68%</b>
Average hours of training per employee	7.1	7.3	<b>7.9</b>
Lost time incident rate	1.01	1.18	<b>1.21</b>
<b>Protecting the environment</b>			
Scope 1 & 2 CO <sub>2</sub> e emissions reduction (baseline 2020) <b>P</b>	-20%	-22%	<b>-18%</b>
Share of renewable energy over total electricity (%)	16%	19%	<b>18%</b>
Water consumption (m <sup>3</sup> )	180,397	407,052	<b>380,676</b>
Total water recycled/reused	20,218	35,056	<b>23,240</b>
Water extraction intensity metric (Group revenue)	428	433	<b>440</b>
<b>Operating responsibly and ethically</b>			
Code of conduct employee training <b>P</b>	98%	98%	<b>99%</b>
% of surveyed suppliers with Strong alignment with Supplier CoC	–	–	<b>92%</b>
Suppliers screened for social criteria (% of annual spend)	49%	55%	<b>75%</b>
Suppliers screened for environmental criteria (% of annual spend)	49%	55%	<b>75%</b>

Key: **P** Pinnacle metric



# Advancing health and wellbeing

Ensuring access to high-quality medicines

## Access to medicine

### Pinnacle metric

#### Number of patients treated (million), Hikma global<sup>1</sup>



1. Source: Based on internal analysis by Hikma Pharmaceuticals PLC using data from the following source: IQVIA Analytics Link Q4 2025 for the calendar year 2023, 2024 & 2025, reflecting the estimates of real-world activity. Copyright IQVIA. All rights reserved. Methodology: Drug-treated patient values are derived by converting disease-specific volume sales for each drug to estimated treated patient numbers, adjusted for dosing, duration and compliance, but not concomitance.

### Product submissions, approvals, launches 2025

	2025 submissions <sup>1</sup>	2025 approvals <sup>1</sup>	2025 launches <sup>1</sup>
<b>Injectables</b>	48	47	50
US	10	19	26
MENA	32	10	10
Europe	6	18	14
<b>Branded</b>	82	45	30
<b>Rx (Generics)</b>	9	7	4
<b>Total</b>	<b>139</b>	<b>99</b>	<b>84</b>

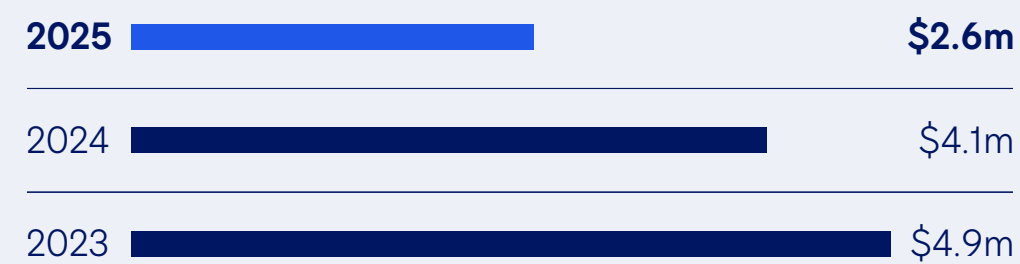
1. Pipeline projects submitted, approved and launched by country in 2025. MENA numbers include only the five major markets (Algeria, KSA, Egypt, Morocco and Jordan)

### KPI summary metrics

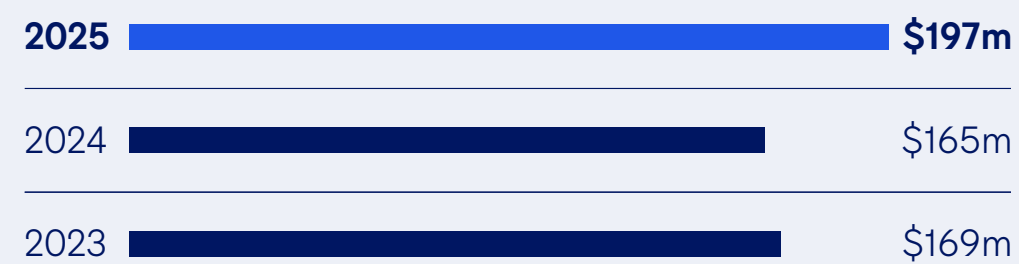
	2023	2024	2025
Percentage of core revenue from new business (2023–2025) <sup>2</sup>			<b>19%</b>

2. New business includes products launched, new contracts and new geographies

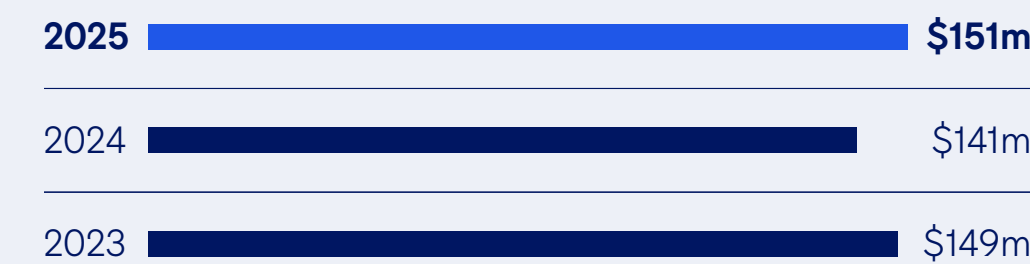
### Medicine donations (COGS) \$m



### Capital expenditure in property or plant equipment (\$m)



### Investment in R&D (\$m)





**Product quality and patient safety**

**Good manufacturing practices (GMP) and GMP-related audits at our sites**

	2023	2024	<b>2025</b>
External audits	129	190	<b>209</b>
Internal audits	24	43	<b>26</b>

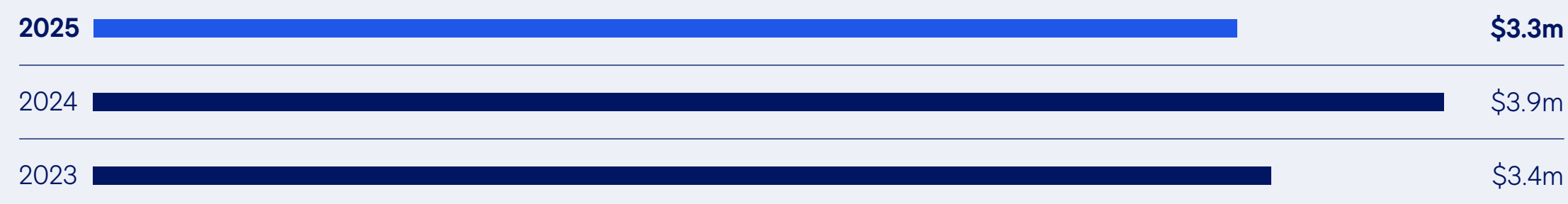
**Worldwide pharmacovigilance compliance with reporting requirements**

	2017	2018	2019	2020	2021	2022	2023	2024	<b>2025</b>
Individual case safety reports submission compliance rate	91%	94%	99%	98%	99%	96%	98%	98%	<b>99%</b>
Aggregate reports submission compliance rate	98%	98%	96%	100%	99%	100%	99%	100%	<b>99%</b>

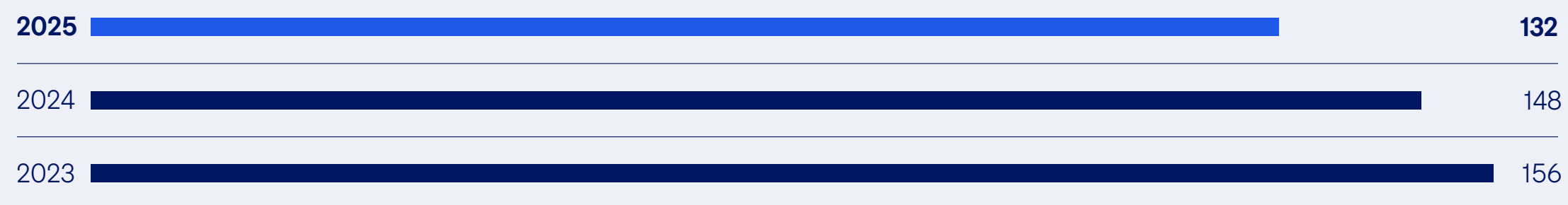


Social responsibility

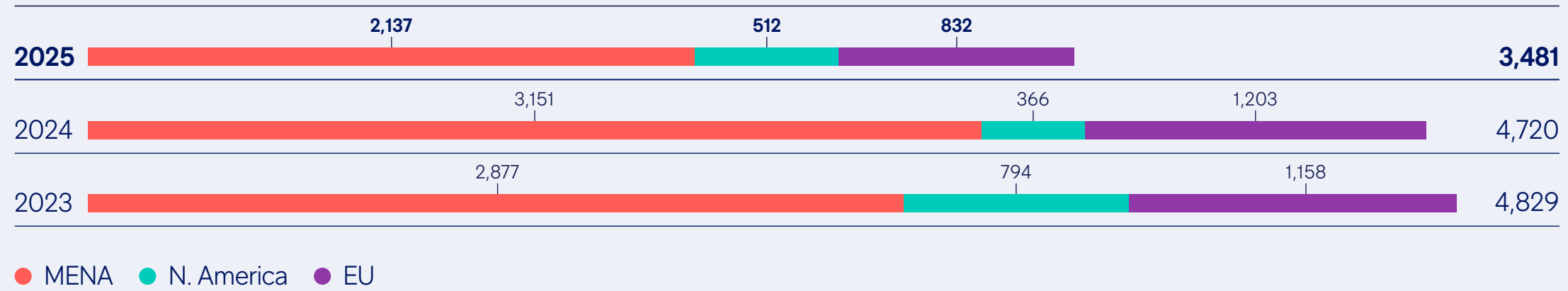
Value of charitable donations



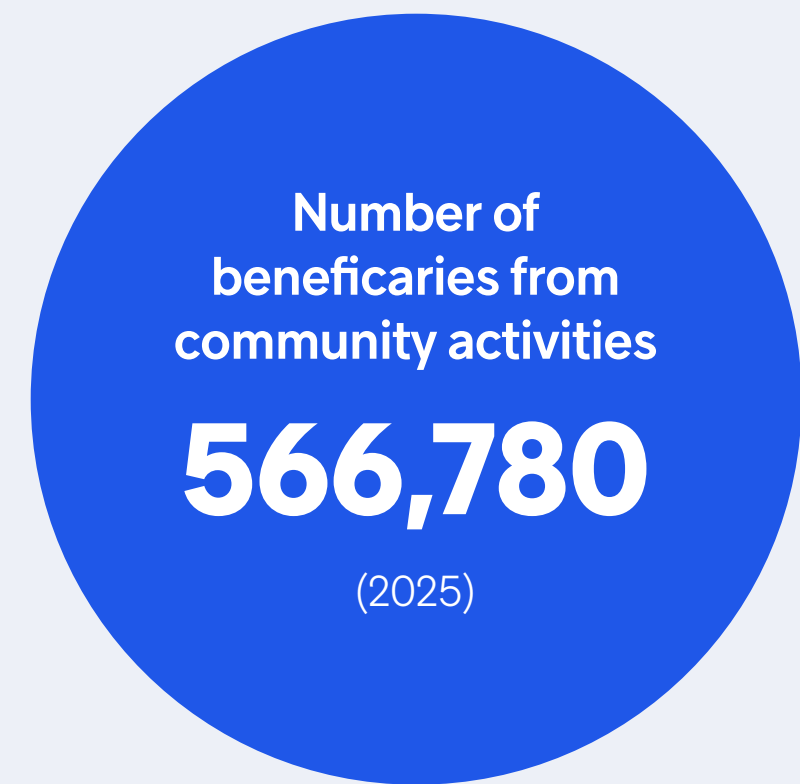
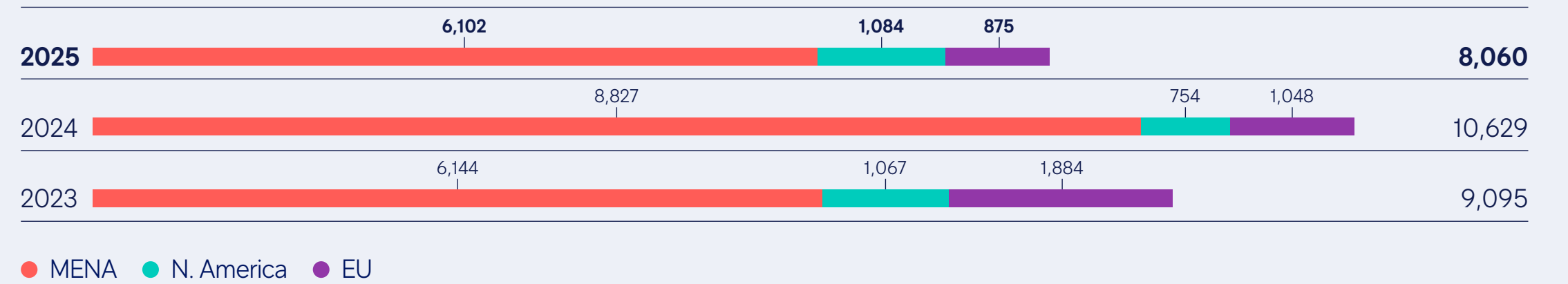
Total community engagement activities organised



Number of employee volunteers, by region



Number of employee volunteering hours, by region





# Empowering our people

Shaping a culture of progress and belonging

## Employee engagement (People's Voice)

Pinnacle metric

	2023	2024	2025
Employee engagement score	73%	NA	<b>73%</b>
Employee enablement score	69%	NA	<b>68%</b>

### General employee information

	2023	2024	2025
Number of employees	9,100	9,515	<b>9,381</b>
– MENA & Corporate Jordan	5,749	5,866	<b>5,755</b>
– USA	2,092	2,260	<b>2,196</b>
– EU + RoW (India, Canada & China)	1,259	1,389	<b>1,430</b>
– Percent in Managerial levels <sup>1</sup>	13%	13%	<b>13%</b>
– Percent of Professionals and workers <sup>2</sup>	87%	86%	<b>87%</b>
Whether more than 10% of workforce or more than 1,000 employees are affected by layoffs or mergers/acquisitions	No	No	<b>No</b>

1. Managerial roles represent employee levels 16-24. The calculation excludes employees at the International Pharmaceutical Research Centre (IPRC) and Arab Medical Containers (AMC) in Jordan, in line with our reporting criteria

2. Professionals and workers represent employee levels 1-15. The calculation excludes employees at the International Pharmaceutical Research Centre (IPRC) and Arab Medical Containers (AMC) in Jordan, in line with our reporting criteria

### Employees by country<sup>1</sup>

	Total
United States	<b>2,196</b>
Jordan	<b>2,068</b>
Egypt	<b>1,080</b>
Portugal	<b>980</b>
Algeria	<b>821</b>
Saudi Arabia	<b>776</b>
Morocco	<b>437</b>
Tunisia	<b>308</b>
Germany	<b>157</b>
Italy	<b>127</b>
Iraq	<b>103</b>
United Arab Emirates	<b>83</b>
Croatia	<b>70</b>

1. Includes only countries with 50+ employees



**Our focus areas**  
Empowering our people  
continued

### Learning and development<sup>1</sup>

	2023	2024	2025
Average hours of training	7.1	7.3	<b>7.9</b>
– Men	7.1	7.2	<b>8.2</b>
– Women	7.4	7.6	<b>7.5</b>
– Unspecified gender	1.2	1.9	<b>5</b>
Active users across learning platforms	5,130	4,342	<b>4,958</b>
– Men	3,230	2,685	<b>3,157</b>
– Women	1,860	1,629	<b>1,757</b>
– Unspecified gender	40	28	<b>44</b>
Video-based learning hours completed	8,620	8,005	<b>14,534</b>
– Men	6,440	5,338	<b>10,356</b>
– Women	2,130	2,600	<b>4,151</b>
– Unspecified gender	50	67	<b>28</b>
Instructor-led learning hours	52,760	56,369	<b>57,948</b>
– Men	32,250	35,025	<b>37,600</b>
– Women	20,490	21,319	<b>19,980</b>
– Unspecified gender	20	25	<b>369</b>
Number of active Continuing Education Scholarships for employees	22	22	<b>20</b>

1. Learning and development metrics exclude employees at the International Pharmaceutical Research Centre (IPRC) and Arab Medical Containers (AMC) in Jordan, in line with our reporting criteria

### Recruitment and retention

	2023	2024	2025
Number of new employee hires	<b>1,595</b>	<b>1,552</b>	<b>1,466</b>
– Men	869	922	<b>815</b>
– Women	634	604	<b>578</b>
– Unspecified gender	92	26	<b>73</b>
Voluntary turnover	<b>991</b>	<b>944</b>	<b>974</b>
– Men	559	521	<b>558</b>
– Women	393	407	<b>404</b>
– Unspecified gender	39	16	<b>12</b>
Voluntary turnover rate	<b>11%</b>	<b>11%</b>	<b>11%</b>
– Men	6%	9%	<b>9%</b>
– Women	5%	13%	<b>12%</b>
– Unspecified gender	0.4%	15%	<b>13%</b>



**Our focus areas**  
Empowering our people  
continued

### Gender distribution at top management level 2025<sup>1</sup>

	Total	Percent of total headcount
Men	851	9%
Women	392	4%
Unspecified	5	0.1%
Total	1248	13%

### Gender distribution – full time and part time employees 2025<sup>1</sup>

	Total	Percent of total headcount
Men	5,928	63%
Women	3,354	36%
Unspecified	99	1%
Total	9,381	100%

### Gender distribution across levels 2025<sup>1</sup>

	2023	2024	2025
Number of full time employees – Women	3,123	3,291	3,354
– Percent of total headcount	35%	36%	31%
Number of women in Managerial levels <sup>2</sup>	345	382	392
– Percent of Managerial roles filled by women	30%	31%	31%
Number of women in Professional and Worker levels <sup>3</sup>	2,773	2,848	2,957
– Percent of Professional roles filled by women	36%	36%	36%
Number of Board members appointed that are women	5	5	5

### Gender distribution – temporary employees<sup>1</sup>

	2025
Men	307
Women	180
Unspecified	19
Total	506

1. Calculations exclude employees at the International Pharmaceutical Research Centre (IPRC) and Arab Medical Containers (AMC) in Jordan, in line with our reporting criteria

2. Managerial roles represent employee levels 16-24

3. Professional and workers represent employee levels 1-15

## Health Safety

### Employee health and safety<sup>1</sup>

	2023	2024	2025
Number of lost time incidents (LTIs)	85	108	118
Lost time incident rate (LTIR)	1.01	1.18	1.21
Number of fatalities	0	0	0
Fatality rate	0	0	0

Note: LTIR is calculated as the number of work-related injuries resulting in lost time per 200,000 hours worked, representing the standard equivalent of 100 full-time employees working over one year.

1. Lost Time Injury Rate (LTIR) is calculated as the number of work-related injuries resulting in lost time per 200,000 hours worked, representing the standard equivalent of 100 full-time employees working one year



# Protecting the environment

Supporting a healthier planet

## GHG emissions (tCO<sub>2</sub>e)

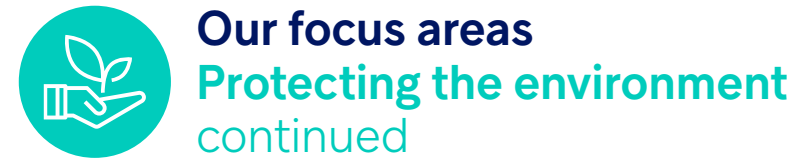
Pinnacle metric

	2020 (base year)	2023	2024	2025 <sup>1</sup>
Total Scope 1 and 2 tCO <sub>2</sub> e (market-based)	144,899	123,727	120,272	<b>127,983</b>
Year-on-year change in Scope 1 and 2 tCO <sub>2</sub> e (market-based)	N/A	3%	(2%)	<b>6%</b>
Change in Scope 1 and 2 tCO <sub>2</sub> e (market-based) since base year 2020	N/A	(15%)	(17%)	<b>-18%</b>

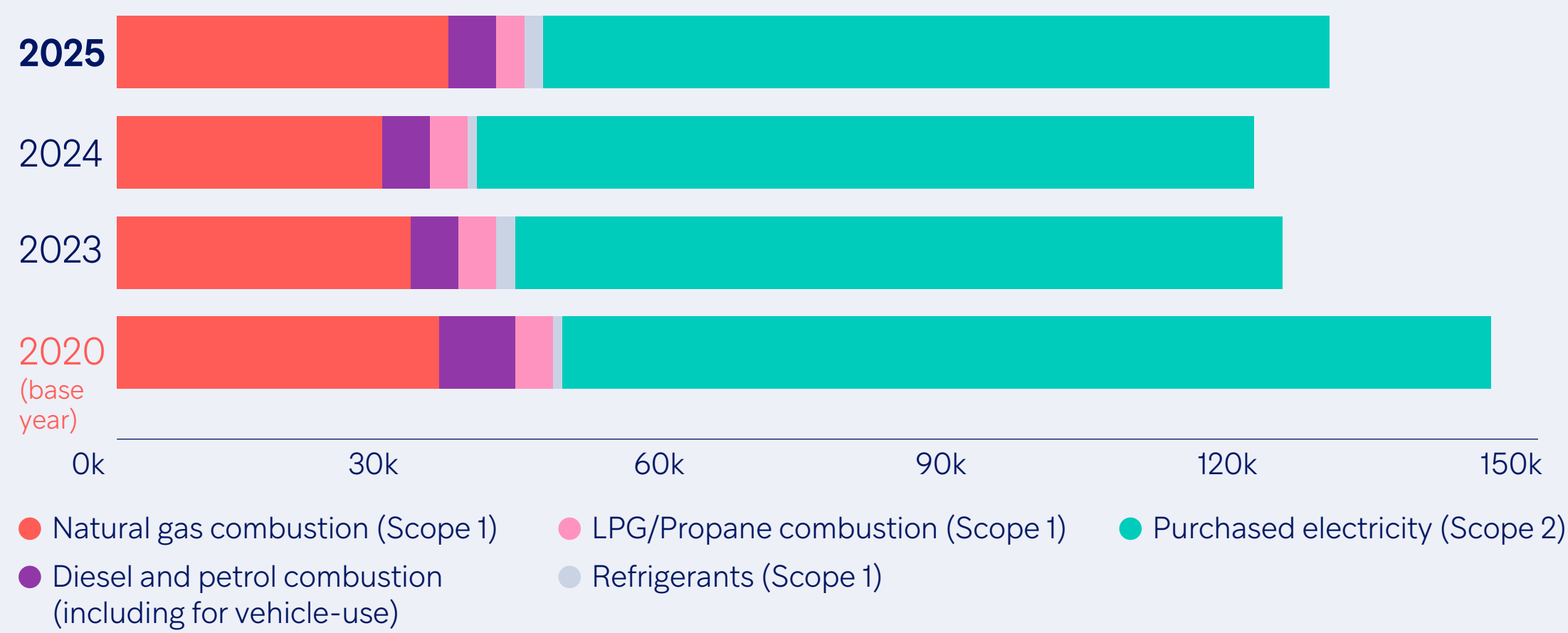
## GHG emissions (tCO<sub>2</sub>e)

	2020 (base year)	2023	2024	2025 <sup>1</sup>
Scope 1 – Combustion of fuel and operation of facilities	47,372	43,830	38,468	<b>45,160</b>
Scope 2 (market-based) – Electricity	97,527	79,897	81,804	<b>82,823</b>
Scope 2 (location-based) – Electricity	94,949	83,536	87,237	<b>91,109</b>

1. The base year 2020 emissions and energy footprint was adjusted in 2025 to account for the Xellia acquisition of sites in the US and Croatia. Emissions restatements that are conducted to account for site acquisitions are applied when the acquired emissions makes up more than 5% of the total emissions footprint. This is in line with our reporting criteria and the GHG Protocol. The amount of 10,243 tCO<sub>2</sub>e and 21,737 MWh was therefore added to the 2020 baseline year when calculating emissions reductions (not reflected in table above). No restatements were made for other comparative years (2023 and 2024)

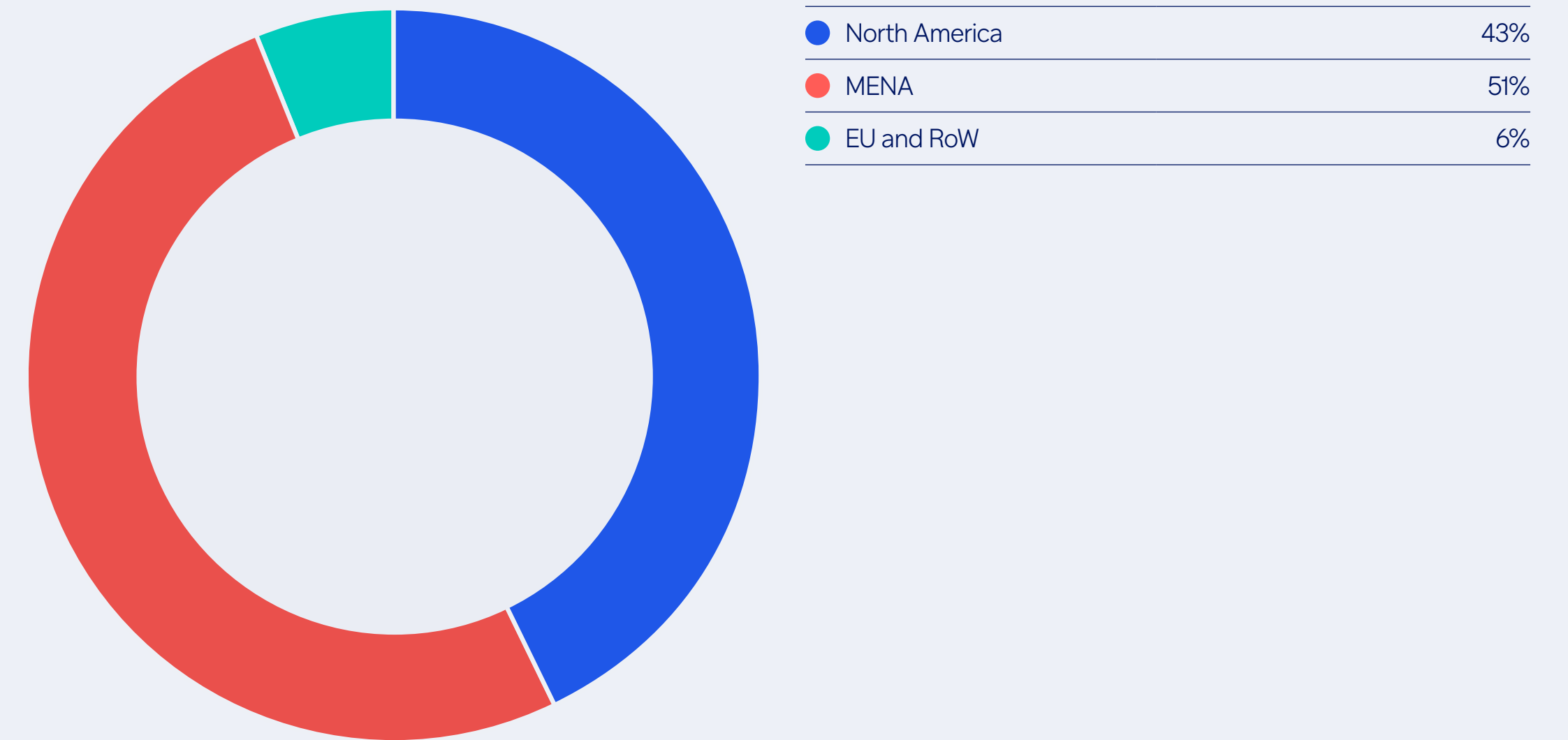


### GHG emissions breakdown by source (market-based) tCO<sub>2</sub>e



	2020 (base year)	2023	2024	<b>2025</b>
Natural gas combustion	39K	31K	28K	<b>35K</b>
Diesel and petrol combustion (including for vehicle-use)	8K	5K	5K	<b>5K</b>
LPG/Propane combustion (Scope 1)	4K	4K	4K	<b>3K</b>
Refrigerants (Scope 1)	1K	2K	1K	<b>2K</b>
Purchased electricity (Scope 2)	103K	81K	82K	<b>83K</b>

### GHG emissions (Scope 1 and Scope 2 market-based) breakdown by region 2025



	2024	<b>2025</b>
North America	39%	<b>43%</b>
MENA	55%	<b>51%</b>
EU & RoW	5%	<b>6%</b>



**Our focus areas**  
**Protecting the environment**  
 continued

### Emissions intensity

<b>Emissions intensity: revenue (\$m)<sup>1</sup></b>	2020 (base year)	2023	2024	<b>2025</b>
Scope 1 and 2 emissions (market-based) / Group revenue	66.3	43.0	38.1	<b>38.2</b>
Scope 1 and 2 emissions (location-based) / Group revenue	65.1	44.3	39.8	<b>40.7</b>

<b>Emissions intensity: headcount<sup>2</sup></b>	2020 (base year)	2023	2024	<b>2025</b>
Scope 1 and 2 emissions (market-based) / headcount	18.0	13.6	12.6	<b>13.6</b>
Scope 1 and 2 emissions (location-based) / headcount	17.7	14.0	13.2	<b>14.5</b>

### UK Office emissions<sup>3</sup>

	2020 (base year)	2023	2024	<b>2025</b>
Emissions total (tCO <sub>2</sub> e)	569	65	192	<b>207</b>
As percentage of Group	0.39%	0.05%	0.16%	<b>0.16%</b>

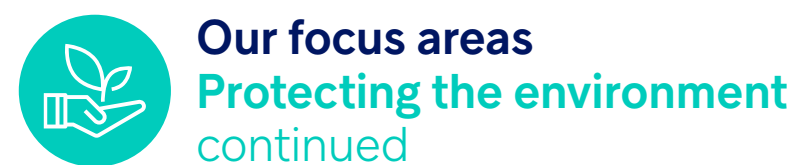
1. Emissions intensity by revenue is calculated using Group-wide revenue (\$m)

- Group revenue 2020: 2,341
- Group revenue 2023: 2,875
- Group revenue 2024: 3,156
- Group revenue 2025: 3,349

2. Emissions intensity by headcount is calculated using Group-wide headcount

- Group headcount 2020: 8,600
- Group headcount 2023: 9,100
- Group headcount 2024: 9,515
- Group headcount 2025: 9,381

3. The Group operates one location within the United Kingdom, where we are listed, which is an office building that is managed by a third party. Energy consumption is measured by meter readings provided by the managing agent and relates to electricity and gas used for heating, cooling and general office power. The Group does not provide transport within the UK



### GHG emissions, Scope 3 (tCO<sub>2</sub>e)<sup>1</sup>

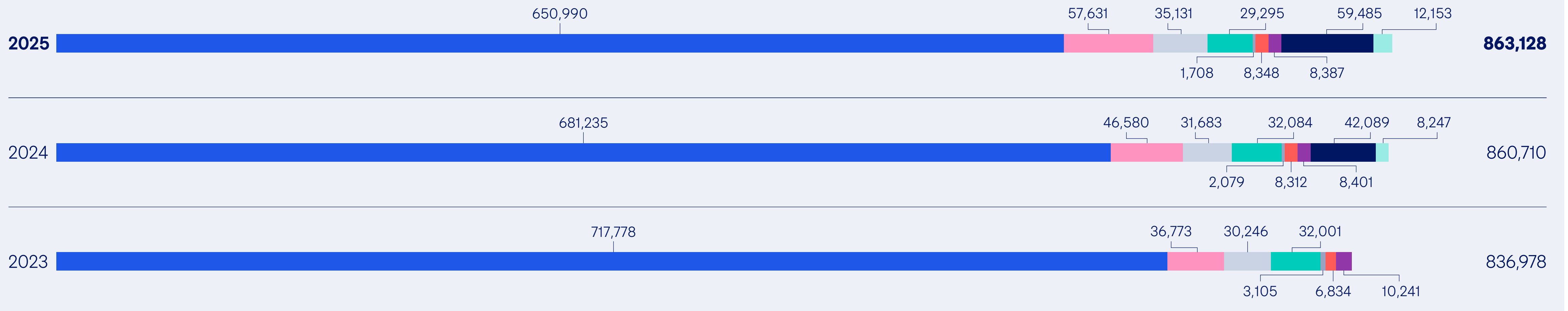
Scope 3 category	Category description	Notes	2023	2024	2025
1	Purchase of goods and services		717,778	681,235	<b>650,990</b>
2	Capital goods		36,773	46,580	<b>57,631</b>
3	Fuel & energy related activities not included in Scope 1 or Scope 2		30,246	31,683	<b>35,131</b>
4	Upstream transportation and distribution		32,001	32,084	<b>29,295</b>
5	Waste generated in operations (including water)		3,105	2,079	<b>1,708</b>
6	Business travel		6,834	8,312	<b>8,348</b>
7	Employee commuting		10,241	8,401	<b>8,387</b>
8	Upstream leased assets	– not relevant	–	–	–
9	Downstream transportation and distribution	– not relevant	–	–	–
10	Processing of sold products	– not relevant	–	–	–
11	Use of sold products		–	42,089	<b>59,485</b>
12	End of life treatment of sold products		–	8,247	<b>12,153</b>
13	Downstream leased assets	– not relevant	–	–	–
14	Franchises	– not relevant	–	–	–
15	Investments	– not relevant	–	–	–
	Total <sup>2</sup>		836,978	860,710	<b>863,128</b>

1. Data assured through limited assurance of the Sievo Oy CO<sub>2</sub> analytics module and methodology by EY; and through EcoAct. The full assurance statements can be found at [www.hikma.com/responsibility](http://www.hikma.com/responsibility)

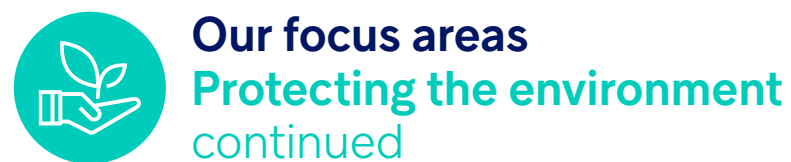
2. Changes in Scope 3 emissions totals between reports is due to continuous refinement of data collection and calculation methodology which are applied retroactively



**GHG emissions, Scope 3 (tCO<sub>2</sub>e)**



- Purchase of goods and services
- Capital goods
- Fuel- and energy-related activities (FERA)
- Upstream transportation and distribution
- Waste generated in operations (including water)
- Business travel
- Employee commuting
- Use of sold products
- End of life treatment of sold products



### Energy consumption (MWh)

	2020 (base year)			2023			2024			2025 <sup>1</sup>		
	UK	Rest of World	Total	UK	Rest of World	Total	UK	Rest of World	Total	UK	Rest of World	Total
Electricity	129	240,396	240,525	168	217,876	218,044	168	228,038	229,206	<b>182</b>	<b>247,069</b>	<b>247,251</b>
Fuels	871	222,618	223,489	21	213,367	213,388	712	191,667	192,378	<b>710</b>	<b>222,333</b>	<b>223,043</b>

1. Energy for 2025 is updated from the Annual Report 2025 data, updating the Q4 estimates and reflecting actual consumption for the 2025 full year

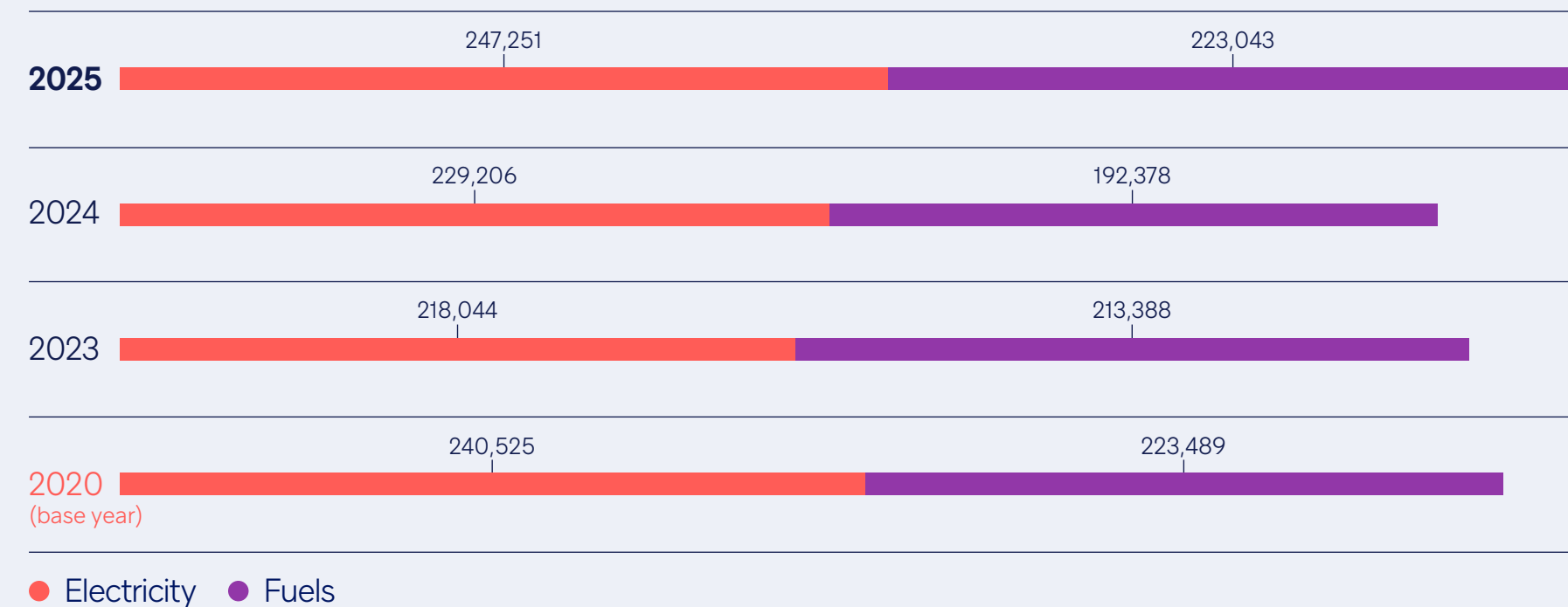
### Energy consumption (MWh) by region

	2024	2025
North America	40%	<b>44%</b>
MENA	43%	<b>41%</b>
EU and RoW	17%	<b>16%</b>

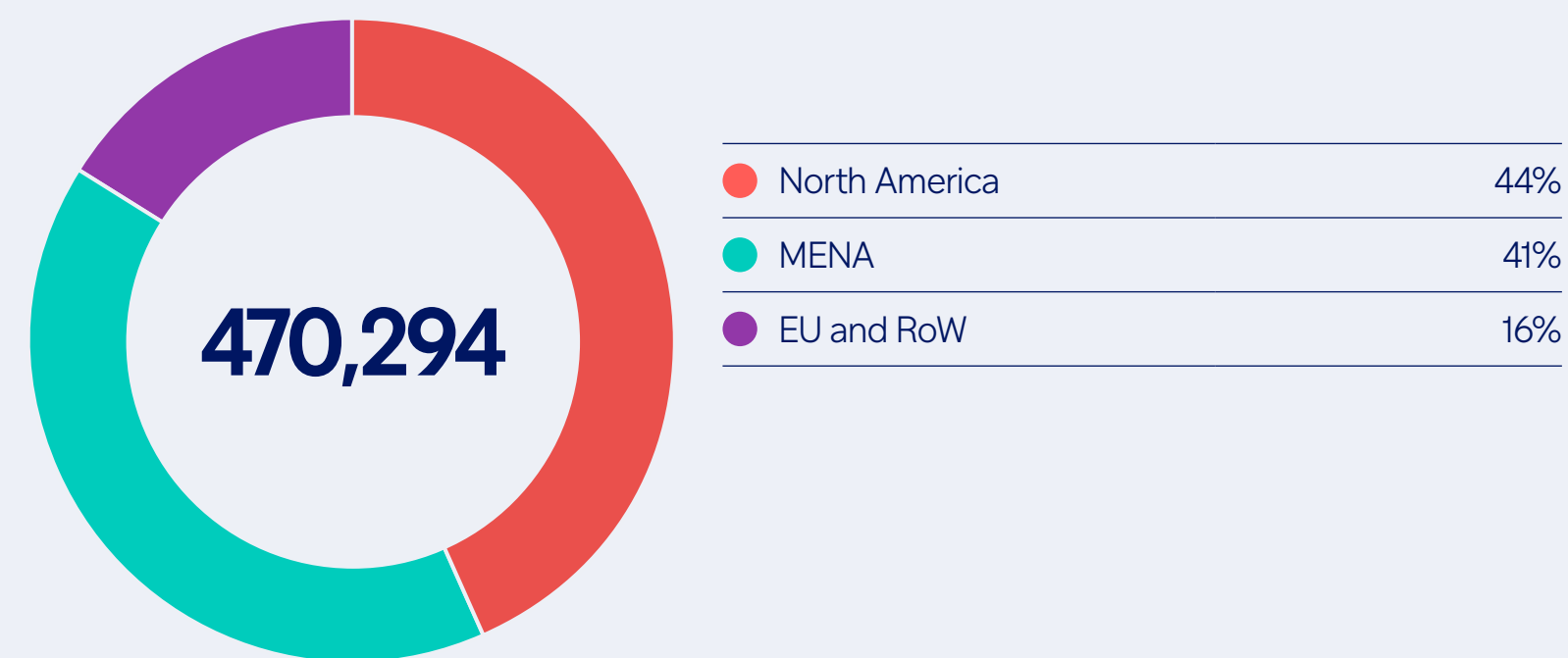
### Renewable energy consumption (MWh) and share of total electricity (%)

	2020 (base year)	2023	2024	2025
On-site generation of renewables (MWh)	781	3,294	8,348	<b>9,308</b>
Purchased electricity from renewables (MWh)	–	32,531	35,501	<b>36,765</b>
Percentage of electricity generated from renewables	0.3%	16%	19%	<b>19%</b>

### Energy consumption (MWh) by total electricity and total fuels per year



### Energy consumption (MWh) by region – 2025





## Our focus areas

### Protecting the environment continued

We follow a structured methodology aligned with the GHG Protocol, leveraging three calculation methods that are prioritised hierarchically based on data availability and quality:

- Supplier-specific method for highest precision, using emissions data directly provided by suppliers.
- Quantity-based method using the Ecoinvent database for materials with welldefined units of measure.
- Spend-based method using Exiobase for categories where quantitative data is not available.

Since 2021, our Scope 3 emissions have been tracked through the Sievo CO<sub>2</sub> tool. This robust platform automates data extraction from our ERP systems on a monthly basis, cleansing and categorising supplier spend data (covering upstream supply chain activities). It applies standardised mapping to emissions factors from verified databases or supplier-specific data, enabling precise and consistent calculations. This integration ensures monthly classification and consolidation of activity data, supporting consistent, audit-ready reporting and deep analysis by emissions source and category.

### Methodology and assurance

We quantify and report our organisational GHG emissions in alignment with the World Resources Institute's Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, and in alignment with the Scope 2 guidance.

We consolidate our organisational boundary according to the operational control approach, as described in the GHG Protocol Reporting Standard. This includes all our facilities and locations where we have operational control.

The GHG sources that constituted our operational boundary for Scope 1 and 2 are:

#### Scope 1:

- Natural gas combustion
- Diesel combustion
- Petrol combustion
- LPG/propane combustion
- Vehicle emissions
- Refrigerants

#### Scope 2:

- Purchased electricity – standard
- Purchased electricity – renewable

For reporting in this Sustainability Report, we have updated the data published in our Annual Report 2025 to include actual data for October to December 2025. This replaces the estimates that were included for those months.

We have internal sustainability reporting criteria for key metrics which guide our sustainability reporting. The criteria define our reporting boundary and conditions for restatements, and establish a unified hierarchy for estimating consumption where actual data are not available. Our emissions calculation contains no material omissions, as determined by the reasonable level of assurance received on this data. In some cases, where any month's data is missing, it has been estimated using the following methodology: using data from one year prior to the month to be estimated or previous year as proxy, calculate an average daily consumption over that period and apply that to the number of days within the month to be estimated.

Scheider Electric Advisory Services (SEAS) was engaged by Hikma to provide independent third-party reasonable verification of its direct (Scope 1) and indirect (Scope 2 and selected Scope 3) GHG emissions, as detailed in this report. Based on the data and information provided by Hikma and the processes and procedures followed, it is EcoAct's verification opinion that the following GHG emissions totals are fairly stated and free from material error for 2024.

Verified emissions by SEAS include:

- Scope 1 emissions – Combustion of gaseous fuels (natural gas, diesel, petrol and LPG) Fugitive refrigerant gases
- Scope 2 emissions – Purchased electricity consumption (location and marketbased)
- Scope 3 emissions – Emissions including Scope 3 Category 3: fuel and energy related activities not included in Scope 1 or Scope 2 (FERA), Category 5: Waste generated in operations (including water), Category 7: Employee commuting, Category 11: Use of sold products and Category 12: End of life treatment of sold products.

For Scope 3 categories (Category 1: Purchase of goods and services, Category 2: Capital goods, Category 4: Upstream transportation and distribution, and Category 6: Business Travel), we worked with an external third party, Sievo Oy, to assess our carbon footprint for these categories. Sievo has contracted Ernst & Young (EY) under a 'limited assurance engagement', as defined by International Standards on Assurance Engagements 3000 (ISAE 3000) to report on the methodology and the emission factors used behind 'CO<sub>2</sub> Analytics' tool (the Tool) as of 21 January 2022.

The full verification statements can be found [here](#).

**Our focus areas**  
**Protecting the environment**  
 continued

**Water withdrawal and discharge by source and region**

		2023	2024	2025
		Only high water-stressed countries	Only high water-stressed countries	Only high water-stressed countries
Total water withdrawal	m <sup>3</sup>	369,398	404,395	<b>425,726</b>
– Municipal sources	m <sup>3</sup>	307,924	344,194	<b>352,504</b>
– Groundwater	m <sup>3</sup>	61,474	60,200	<b>73,222</b>
Total water discharged (third-party treatment)	m <sup>3</sup>	294,184	176,711	<b>288,826</b>
On-site wastewater treatment	m <sup>3</sup>	45,370	58,137	<b>50,103</b>

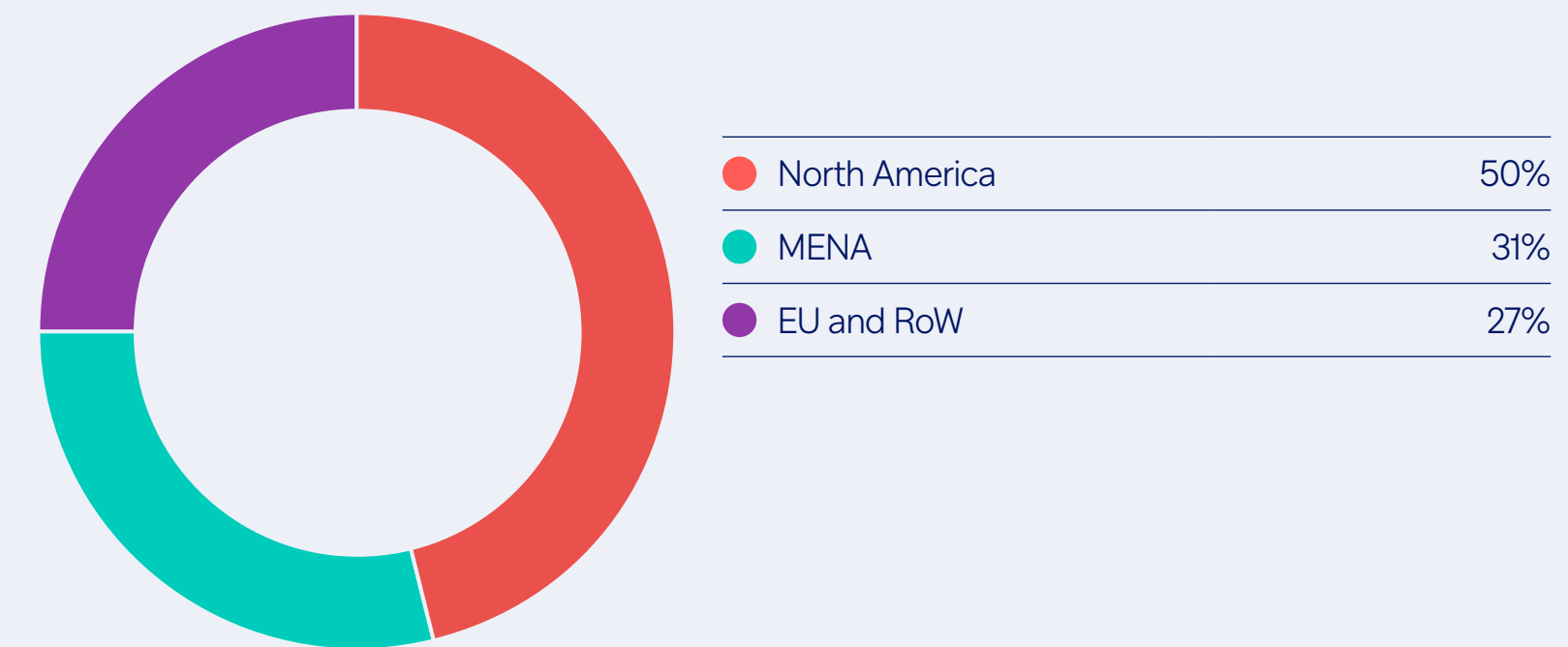
		2023	2024	2025
		Global (all countries)	Global (all countries)	Global (all countries)
Total water withdrawal	m <sup>3</sup>	1,231,312	1,365,980	<b>1,473,438</b>
– Municipal sources	m <sup>3</sup>	1,169,838	1,305,780	<b>1,400,216</b>
– Groundwater	m <sup>3</sup>	61,474	60,200	<b>73,222</b>
Total water discharged (third-party treatment)	m <sup>3</sup>	1,050,915	958,928	<b>1,092,762</b>
On-site wastewater treatment	m <sup>3</sup>	45,370	66,855	<b>56,797</b>

Note: Our data collection of waste and water is a work in progress, which we continue to refine and improve

**Waste generation and disposal by method**

		2023	2024	2025
Total waste generated	Tonnes	14,876	12,311	<b>12,301</b>
– Recycled	Tonnes	5,135	4,571	<b>4,248</b>
– Incinerated	Tonnes	4,191	3,330	<b>3,733</b>
– Landfilled	Tonnes	4,543	3,299	<b>3,197</b>
– Waste energy recovery	Tonnes	720	614	<b>521</b>
– Other	Tonnes	288	497	<b>603</b>

**Water extraction by region – 2025**





### Our focus areas

Protecting the environment  
continued

#### Sustainability-related certifications

In recent years, we have pursued and achieved a range of certifications to improve efficiency and health and safety standards across our sites. The table below indicated the sites where we have achieved sustainability-related International Organisation for standardisation (ISO) certifications.

Site Name	Country	ISO 14001 Environmental Management Systems	ISO 45001 Occupational Health and Safety	ISO 50001 Energy Management Systems
<b>Hikma Jordan</b>	Jordan	✓	✓	✓
<b>APM Sahab</b>	Jordan	✓	✓	
<b>APM Salt</b>	Jordan	✓	✓	
<b>AMC</b>	Jordan	✓	✓	
<b>JPI</b>	Saudi Arabia	✓	✓	
<b>6 October</b>	Egypt	✓	✓	✓
<b>HSP</b>	Egypt	✓	✓	✓
<b>HPI</b>	Egypt	✓	✓	✓
<b>IAB</b>	Tunisia	✓	✓	
<b>Medicef</b>	Tunisia	✓	✓	
<b>Promopharm</b>	Morocco		✓	
<b>Thymoorgan</b>	Germany			✓



# Operating responsibly and ethically

Upholding ethical standards and acting with integrity

## Ethics and compliance

### Pinnacle metric

	2023	2024	2025
Percentage of employees that have conducted Code of Conduct training	98%	98%	<b>99%</b>

## Responsible value chain

### Percentage spend on local suppliers

Local suppliers represent the majority of our spend.

We assessed markets representing more than 90% of our total spend and maintained an average of 59%-60% spend on local suppliers between 2021 and 2025. We recognise that supporting local suppliers drives socio-economic development for our markets, and we aim to maintain a strong local presence and supplier base.

### Sustainable screening for social and environmental compliance

All of our new suppliers undergo social criteria screening, including compliance with the Modern Slavery Act and anti-corruption and bribery protocols.

Our aim is to build a more sustainable value chain through active engagement and collaboration with our key suppliers. By understanding their levels of sustainability maturity, we aim to identify opportunities and develop strategies for enhancing the sustainability of our value chain.

	2023	2024	2025
% of surveyed suppliers with 'Strong alignment with Supplier CoC'	–	–	<b>92%</b>
Suppliers screened for social criteria (% of annual spend)	49%	55%	<b>75%</b>
Suppliers screened for environmental criteria (% of annual spend)	49%	55%	<b>75%</b>

# Appendix

This section demonstrates our approach to addressing the ten principles of the United Nations Global Compact and our alignment with the Sustainable Development Goals.

## IN THIS SECTION

Aligning with the United Nations Global Compact	53
Our adopted Sustainable Development Goals	54

# Aligning with the United Nations Global Compact



We continue to uphold the ten principles of the UNGC and have been committed members of the organisation since 2007.

## Human rights

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights.

**Principle 2:** Businesses should make sure that they are not complicit in human rights abuses.

[Read more on page 31](#)

## Labour

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

[Read more on page 23](#)

**Principle 4:** Businesses should uphold the elimination of all forms of forced and compulsory labour.

[Read more on page 31](#)

**Principle 5:** Businesses should uphold the effective abolition of child labour.

[Read more in our Code of Conduct](#)

**Principle 6:** Businesses should uphold the elimination of discrimination in respect of employment and occupation.

[Read more in our Code of Conduct](#)

## Environment

**Principle 7:** Businesses should support a precautionary approach to environmental challenges.

[Read more in our Annual Report 2025, Aligning with TCFD section](#)

**Principle 8:** Businesses should undertake initiatives to promote greater environmental responsibility.

[Read more on page 27](#)

**Principle 9:** Businesses should encourage the development and diffusion of environmentally friendly technologies.

[Read more on page 27](#)

## Anti-corruption

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

[Read more on page 31](#)

# Our adopted Sustainable Development Goals

We have prioritised five United Nations Sustainable Development Goals (SDGs) that align most closely with our corporate and sustainability strategies.



### Good health and wellbeing 3

**3.4 Reduce premature mortality from non-communicable diseases**

We align our portfolio, sales and R&D strategy with patient needs that differ across geographies. This includes aligning with patient needs in MENA where there is a continued increase in the prevalence of non-communicable diseases (NCDs) due to demographic and socio economic trends, including a fast growing and ageing population.

**3.5 Strengthen the prevention and treatment of substance abuse**

We remain at the forefront of addressing the opioid epidemic in the US, providing access to life-saving medications and working alongside healthcare professionals and others to raise awareness.

**3.6 Strengthen the capacity of all countries, in particular developing countries, for management of national and global health risks**

We continue to invest in expansions that strengthen local manufacturing capabilities, including in developing countries. In MENA, \$96 million was spent strengthening and expanding manufacturing capabilities, including two ongoing greenfield Injectables production sites in Algeria and Morocco, expanding our site in Algeria and a new land purchase in Saudi Arabia.

[Read more about how we advance health and wellbeing](#)

### Quality education 4

**4.1 Ensure that all girls and boys complete free, equitable and quality primary and secondary education**

Through community initiatives that support schools and students across three regions, we are enabling thousands of young students to receive a better education.

[Read more about how we engage our communities](#)

[Read more about our employee learning and development activities](#)

### Gender equality 5

**5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making**

Increased the percentage of employee women holding managerial positions.

[Read more about how we empower women](#)

### Decent work and economic growth 8

**8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added sectors**

We continue to expand and grow our manufacturing presence globally, including expansions in Cherry Hill, Columbus, Tunisia and Algeria.

**8.8 Protect labour rights and promote safe and secure working environments for all workers**

We maintain ISO 45001 Occupational health and safety management system certification in ten facilities in MENA.

[Read more about our global presence and expansion plans](#)

[Read more about how we safeguard safe and secure working environments for our people](#)

### Climate action 13

**13.2 Integrate climate change measures into policies, strategies and planning**

We are committed to reducing our Scope 1 and 2 emissions by 25% by 2030; achieving a 17% reduction in 2024 versus our 2020 base year.

[Read more about how we minimise our impact on the planet and integrate environmental commitments into our broader strategy](#)



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