Hikma and the UN Sustainable Development Goals

Contributing to Global Growth and Prosperity
At Hikma, we pride ourselves as a responsible organization that contributes positively to helping people and improving our surroundings. Our corporate mission – to provide patients with high quality, affordable pharmaceutical products – is a major driver of inclusive, sustainable development, and we operate with the belief that being sustainable brings value to both our company and the world around us.

The United Nations Sustainable Development Goals (SDGs) are a set of 17 goals adopted unanimously by 193 nations of the UN General Assembly. The SDGs – successors to the Millennium Development Goals that were developed in 2000 – are intended to guide global sustainable development efforts between 2015-2030. The SDGs serve as a template for governments and the private sector to work together to ensure long-term prosperity for the economy, society and the environment.

Our company’s purpose is to offer quality and affordability, which we provide to patients in more than 50 countries. As more people gain access to better healthcare, the contributions to human development are immense. We also work hand in hand with local, regional and global organizations to influence positive change across our communities; supporting education, capacity-building and empowerment for those in most need.

This report illustrates how Hikma’s corporate activities and its sustainability strategy contribute to sustainable development, highlighting various cases that correspond to each of our prioritized Goals. We engage with all our stakeholders – particularly our employees, our customers, civil society and the general public – to ensure that our activities create long-lasting, positive changes to as many people as possible. Going forward, we hope to broaden our collaborative efforts in order to expand the reach of our social, economic and environmental engagement.

While our activities contribute to a broad range of sustainable development themes, we have prioritized five SDGs that align most closely with our business and social engagement strategy.

We are convinced that for us to succeed as a company, we need to enable and empower those around us to succeed as well.

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**Introduction**

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At Hikma, our purpose is to provide high-quality pharmaceutical products in an inclusive and affordable way. By emphasizing quality and accessibility, we ensure that our products benefit people around the world and contribute to sustainable development. Through a combination of continuous R&D, new product launches and strategic partnerships, we remain dedicated to improving global health standards and offering greater well-being to our communities.

**Ensure healthy lives and promote well-being for all at all ages**

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**Providing Affordability, Accessibility and Quality to Egypt’s Oncology Sector: The Launch of our Hikma Specialized Unit**

2016 marked the successful launch of our Hikma Specialized unit in Egypt as the country’s only local manufacturer for oncology products. The state of the art facility offers Egyptians and the wider region with high quality injectable and oral oncology products, helping us fulfill our vision of delivering affordability and accessibility to our populations in high need medical areas. The Hikma Specialized portfolio includes products that address an extensive variety of cancer types (solid tumors & hematology); including: Breast Cancer - Colorectal Cancer - Lung Cancer – Leukemia – Multiple Myeloma - Thalassemia and others. Through the facility’s rich pipeline and product portfolio, we hope to create long-term, sustainable value for patients and healthcare providers in Egypt and the MENA region as a whole.

**Hikma Specialized Improves Access to Affordable Medicine by:**

- Leveraging expertise and synergy from across our global network to drive Egypt’s oncology sector – improving local capabilities to meet rapidly evolving patient needs.
- Creating a robust local platform through which to introduce new generic products that are more economic for patients and less prone to interruptions in availability.
- Reducing costs for Egypt’s healthcare providers enabling them to offer more affordable treatment to end user patients.

**HAVING LOCALLY PRODUCED HIGH QUALITY AND HIGH TECH ONCOLOGY PRODUCTS AT AFFORDABLE PRICES AND CONSISTENT AVAILABILITY IN THE EGYPTIAN MARKET IS A SIGNIFICANT STEP FORWARD IN THE [NATIONAL] HEALTHCARE INDUSTRY WHICH SHOULD BE EMULATED BY OTHER PHARMA COMPANIES... THIS IS THE FIRST STEP WHICH INVARIABLY WILL LEAD TO INCREASED COMPLIANCE OF TREATMENT AND SIGNIFICANTLY REDUCE THE STRAIN ON PATIENTS AND THE HEALTHCARE SYSTEM IN EGYPT.**

Dr. Hamdy Abdel Azim – Chairman, Cairo Oncology Center

taken from Arab Finance article, “Hikma to bring advanced medicines to patients in need” May 6, 2016
Hikma and the UN Sustainable Development Goals

Hikma Specialized Addresses Urgent Needs in Egypt and the Region:

- Between 2013 and 2050, Egypt is expected to witness a 3-fold increase in cancer incidence.1
- By 2050, an estimated 72,000 Egyptians will suffer from Breast Cancer and an estimated 7,000 will suffer from Leukemia.2
- Breast Cancer comprises 15.4% of all cancer types in Egypt (2nd highest in the country).3
- Beta-thalassemia is Egypt’s most widespread genetic disorder, representing a major national health calamity. Its carrier rate is estimated to be between 9-10%, with approximately 1,000 Egyptians born with the disorder every year.4

More about Hikma Specialized:

**Breast Cancer**

- Our portfolio & pipeline for breast cancer treatment is diversified, including treatments such as: chemotherapy, hormonal therapy & targeted therapy.

**Leukemia & Hematology**

- Our portfolio offers key therapeutic products for a range of Leukemia types such as chronic myeloid leukemia (CML). Hikma Specialized products target affordability and quality for patients, enabling them to experience improved quality of life during their treatment.

**Beta-thalassemia**

- Our Hikma Specialized portfolio includes high quality, affordable products for patients suffering from beta-thalassemia, Egypt’s most common genetic disorder.

Developing Capabilities to Address Chronic Disease in Jordan:

**Our Collaboration with the Royal Health Awareness Society**

Non-communicable (NCDs) represent a significant burden on public health, particularly in developing countries such as Jordan. In 2014, Hikma collaborated with its long-standing partners, the Royal Health Awareness Society (RHAS) – a Jordanian non-profit committed to improving health and well-being – and the Ministry of Health (MoH) to support the establishment of Healthy Community Clinics (HCCs) around the country. Through comprehensive assistance efforts that included financial donations, capacity-building and training, and infrastructure investments, Hikma helped establish HCCs in Sahab and Wadi Al Seer – two low-income areas facing severe health deficits. We are dedicated to promoting sustainable improvements to health diseases standards in Jordan. Our cooperation with RHAS supported more than 550 direct beneficiaries and 2,750 indirect beneficiaries within the HCCs.

**HCCs and the Sustainable Development Goals**

HCCs are pioneering community-based programmes established in 2011 by RHAS and the Ministry of Health. Their aim is to improve preventative services at the primary care level to empower patients and the general population at risk of NCDs. HCCs provide medical practitioners with the training and resources necessary to implement management and prevention-based care to patients in underserved communities.

HCC programmes are directly aligned with SDG target 3.4 related to the reduction of NCD mortality rates through improvements to prevention and treatment. Awareness sessions held through HCCs emphasize the risks of NCDs as well as ways to manage particular NCDs to lead a normal lifestyle. RHAS trains MoH staff (specifically nurses) on the awareness material and interactive methods of conducting sessions to at risk patients and patients learning to manage their disease. Awareness materials developed by RHAS are available at HCCs for beneficiaries to take home and spread the information. Awareness sessions help reduce premature mortality from NCDs and ease the financial burden of treatment for the Jordanian healthcare system. Some of the major issues tackled during the sessions include cardiovascular diseases, cancer, diabetes and chronic respiratory diseases; which coincide directly with SDG target 3.4.1.

**Healthy Community Clinics Directly Contribute to the Sustainable Development Goals**

SDG Target 3.4: By 2030, reduce by one third premature mortality from NCDs through prevention and treatment and promote mental health and well-being

Healthy Community Clinics target low-income, marginalized areas to assist those that are in greatest need.

2 Ibid
The Growing Burden of NCDs in Jordan and Around the World

Recent years have witnessed a dramatic shift from acute and infectious diseases to chronic diseases. By 2020, chronic diseases are projected to account for more than twice the number of deaths than from infectious diseases (50 million vs. 20 million). The problem is more acute in developing countries, where it is estimated that 7 out of 10 deaths in developing countries will be attributable to NCDs by 2020. In Jordan, NCDs accounted for 76% of disease-related deaths and cost the country $840 million in 2014.1

### NCDs account for 76% of all hospital-related deaths

<table>
<thead>
<tr>
<th>% of Total Hospital Deaths - Jordan, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>35% Cardiovascular Diseases</td>
</tr>
<tr>
<td>11% Injuries</td>
</tr>
<tr>
<td>3% Chronic Respiratory Diseases</td>
</tr>
<tr>
<td>7% Diabetes</td>
</tr>
<tr>
<td>13% Communicable, maternal, perinatal and nutritional conditions</td>
</tr>
<tr>
<td>15% Cancers</td>
</tr>
<tr>
<td>16% Other NCDs</td>
</tr>
</tbody>
</table>


Hikma Provided

- Financial support to RHAS
- Infrastructure support (provision of medical equipment, office equipment and furniture to the selected HCCs
- Support for RHAS staff in the training and development of MoH medical personnel
- Printing of the awareness and educational material developed by RHAS for HCCs and the general public

Resulting Impacts

- Number of direct beneficiaries (Sahab & Wadi Al Seer): 550 people
- Number of indirect beneficiaries (Sahab & Wadi Al Seer): 2750 people
- Number of educational sessions conducted: 1316 sessions
- Number of nutrition awareness sessions conducted: 346 sessions

Reductions in Disease Prevalence in Wadi Al Seer Clinic:

- 6.3% mean reduction in HbA1c for diabetic patients
- 2.3% mean reduction the diastolic blood pressure of hypertensive patients
- 2.8% mean reduction in the systolic blood pressure for hypertensive patients
- 1.18% mean reduction in BMI for participants in nutritional sessions

Since our establishment in 1978, support for education has remained a fundamental pillar of our sustainability strategy. Quality education is not only a driver for development, it is also the basis for which our communities can prosper, thus enabling our own organizational success. Within our organization, we have instilled a culture of continuous learning and development for our employees. We also engage frequently with our local communities to improve educational access and quality to those that need it most.

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Providing Education Opportunities to Our Communities:
Hikma’s Support for the Sweimeh School for Girls

The Sweimeh School for Girls is located in the Balqa province, where less than half of women are enrolled in basic education (49%) and the female illiteracy rate is more than double that of males. Poverty is high in the areas surrounding the school, and most people have unfortunately not completed higher education. It is on this basis that in 2015 Hikma decided to adopt the Sweimeh School for Girls, initiating a comprehensive effort to improve the school’s infrastructure, elevate educational standards and improve the students’ academic results.

At Hikma, we have always placed a high emphasis on improving educational standards and access for our communities; and improving women’s education was especially targeted by Hikma’s late founder Samih Darwazeh, who recognized it as a core regional deficit. It is in this spirit that Hikma has maintained education as a pillar of its corporate responsibility strategy, making concerted efforts to promote sustainable development by improving access and quality of education for those most marginalized in our societies. Hikma’s adoption of the Sweimeh School for Girls was implemented through a combined effort that included financial investments in school infrastructure as well as the cooperation of employee volunteers to help rebuild the school and assist in the classrooms.

Some of Hikma’s major contributions to improving the school include:

- Complete renovation of the school nursery
- Rebuilding the students’ garden and play areas
- Renovating old and damaged infrastructure
- Providing access to clean, sanitized and safe water supply
- Providing access to refrigeration for the school cafeteria
- Renovating the surrounding infrastructure – such as paving the roads – so that students can safely access the school

Our support campaign for the Sweimeh School achieved instant results, as the school witnessed a drastic reduction in student dropouts and measured improvements in performance. Having had only one graduate of Jordan’s challenging Tawjeehi program in the previous five years, the Sweimeh School boasted the success of three students in 2016 out of a total of nine attending seniors. In an area where female students often face familial and social pressure to drop out of school to pursue a more domestic lifestyle, Hikma is proud to play a part in empowering female students in Sweimeh and improve their access to quality education.

Impact of Hikma’s Sweimeh School Project on Student Attendance:
Number of Student Dropouts per Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Dropouts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>70</td>
</tr>
<tr>
<td>2011</td>
<td>63</td>
</tr>
<tr>
<td>2015</td>
<td>41</td>
</tr>
<tr>
<td>2016</td>
<td>33</td>
</tr>
</tbody>
</table>

Hikma began support project for Sweimeh School

Impacts on Student Success
Percentage of Successful Graduates per year

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2015</td>
<td>0%</td>
</tr>
<tr>
<td>2016</td>
<td>33%</td>
</tr>
</tbody>
</table>

(3 out of 9 students)
Hikma and the UN Sustainable Development Goals

Developing from Within: Hikma’s Continuing Education Programme for Employees

Investing in our employees is a fundamental part of our long-term organizational success. Hikma is in many ways a learning center where employees are encouraged and empowered to continuously develop their skills and capabilities to ultimately realize their full potential. Developing the highest level of human capital adds sustainable value to the organization and to society at large while transforming Hikma into an employer of choice wherever it operates.

We are committed to developing our leaders from within the organization, and that is the spirit behind our Continuing Education Programme which was implemented across all locations in 2010. Through the Programme, high achieving Hikma employees are offered company scholarship opportunities of up to $70,000 USD for the duration of their studies.

Every year, we accept up to eight employees into the Programme. To date, a total of 54 employees received full scholarships from Hikma to further improve their capabilities and realize their career goals.

54 Employees Received Scholarship Funding at Hikma

- 2 Diplomas
- 31 Masters Degrees
- 21 Bachelor Degrees

Our Continuing Education Programme
- Employees are eligible for scholarships of up to $70,000 USD.
- Every year, Hikma accepts up to eight employees into the programme.
- Since its launch, Hikma has enabled 54 employees to attain higher education.

Supporting Education for Our Families: The Children of Hikma Programme

Hikma is committed to furthering education within the communities that it operates. The Children of Hikma programme links employee benefits with community benefits by offering exceptional children whose parents work at Hikma a chance to earn full or partial scholarships. Launched in 2009, the programme supports children’s ambitions of attending institutions of higher learning. It also supports our goal of remaining a top employer in our operating countries, one that is responsive to the needs of our employees.

Every year, we offer full scholarships to up to five children of Hikma employees, and up to 25 partial scholarships. Since the launch of Children of Hikma, more than 40 children have received financial assistance to attend various colleges and universities.

Through our Children of Hikma Programme, we are able to improve access to quality education by removing restrictive barriers faced by many of our employees. This results in enabling our employees and their families to enjoy higher standards of living and to contribute more productively to their communities.

Children of Hikma Highlights

<table>
<thead>
<tr>
<th>Objective</th>
<th>Providing financial assistance and scholarships to the children of long-standing Hikma employees located in Jordan.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 – 2014</td>
<td>Up to 3 Full scholarships offered per year Up to 20 Partial scholarships offered per year</td>
</tr>
<tr>
<td>2015 – Present</td>
<td>Up to 5 Full scholarships offered per year Up to 25 Partial scholarships offered per year</td>
</tr>
</tbody>
</table>

To Date | 41 children of Hikma employees have graduated through the Program

Our Children of Hikma Program Adds Value

For Society
- Contributes to SDG targets 4.3 and 4.4 related to improving access to higher education and to developing relevant skills needed to increase employment opportunities.

For Our Employees
- Removes restrictive financial barriers for employees seeking higher education opportunities for their children, thereby enabling them to attain a higher standard of living.

For Our Organization
- Maintains Hikma’s position as a choice employer in Jordan, and reinforces our position that employees are amongst our most valuable stakeholders.
Women’s empowerment is a central part of our social outreach activities. We recognize that in many of our areas of operation there remains significant areas for improving gender gap issues, and we lend continuous support to enable the success of students, entrepreneurs and others to promote more inclusive growth in society. Internally, our organization has consistently led the way in championing equality – offering equal opportunities, and developing inspiring women empowerment initiatives. Externally, we are committed to developing programs that facilitate the success of women in society.

Motivating and Empowering Women: The Dare to Dream Big Programme and Female Entrepreneurs Programme

In 2015, Hikma announced a Group-wide strategic imperative to promote women’s empowerment. Part of our efforts to achieve this goal included the establishment of the Dare to Dream Programme – a comprehensive programme that strives to empower women within the company and throughout the broader community.

In many of Hikma’s operating countries, particularly across the MENA region, gender equality lags behind global averages and represents an ongoing barrier to achieving sustainable development. The MENA currently ranks lowest in overall gender gap statistics which aggregates indicators related to economic participation, political empowerment, educational attainment and health.

Given this context, addressing gender inequality has always been a primary issue for Hikma’s leadership, and was emphasized by Hikma’s late founder Mr. Samih Darwazeh as a major catalyst for national development. Since then, our efforts at Hikma have expanded to include a range of programmes to support and encourage women’s growth.

Dare to Dream Big – Educating, Motivating and Empowering Hikma Women

Through Dare to Dream Big, a series of monthly lectures are organized with the aim of motivating and educating women within the company on a variety of capacity-building themes. Ongoing since March, 2015, our lecture series invites speakers from a broad spectrum of successful background and provides the opportunity for Hikma women to come together to learn and share ideas about collectively promoting the best interests of the company. The Dare to Dream Big Programme also included the establishment of a formal committee tasked with addressing women-specific issues within the company. The Women’s Committee is comprised of females from across the organizational hierarchy, offering an inclusive platform where issues can be addressed openly. The Committee contributed to the development of several important company policies such as the provision of a nursery allowance for parents and an extended maternity leave option for mothers in Jordan.

“The key for societal development is for all women to become educated, since they are the ones who will become mothers. Therefore, they are the ones who will mold the minds of future generations.”

Samih Darwazeh
Founder of Hikma Pharmaceuticals
Driving the Startup Ecosystem for Women – Hikma’s Female Entrepreneurs Programme

In 2016, Hikma expanded the scope of its support for women outside of the company, establishing a programme to back female entrepreneurs and SMEs in Jordan. Through the Hikma Female Entrepreneurs Programme, quarterly educational support and learning programmes are offered to employees of female-led startups in the country. By empowering local entrepreneurs, we hope to drive sustainable development and encourage job creation. Since the launch of the programme, a total of 10 startups have taken part and benefited from sharing ideas and experiences.

Plans for the Future – The Hikma Fellowship Programme

Hikma is currently developing a programme for our young employees to work part-time within female-led startups and SMEs to help them grow and develop their businesses. The Hikma Fellowship Programme will accept a total of four businesses out of nine finalists that will be provided with unpaid interns from Hikma. Based on the unique needs of each participating startup, our interns will provide support in areas such as Finance, Mergers & Acquisitions, Legal and Human Resources. The Hikma Fellowship Programme provides unique opportunities for shared value – strengthening the local startup ecosystem while at the same time developing our young employees’ vocational and leadership skills.

Addressing Gender Disparity within the Organization:
Our Progress in Saudi Arabia

Hikma maintains a commitment to merit-based employment, irrespective of gender, race, age or background. In the Kingdom of Saudi Arabia (KSA), we identified gender disparity as an area of potential improvement, and in 2012 we put in place an action plan to address this deficit. Since then, we established several policies and measures to promote gender equality in Jazeera Pharmaceuticals Industries (JPI) – our KSA facility – while at the same time accommodating and respecting cultural sensitivities. This enabled us to dramatically increase the headcount of women at the facility while also addressing SDG targets 5.5 and 5.c. Through our commitment, we succeeded in increasing the number of female employees at JPI from 2 to 58 between 2012 and 2016.

Gender Empowerment at Hikma and the SDGs: Where we Contribute

SDG Target 5.5: Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
SDG Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

Our Actions
• Accommodating local culture: Establishing ‘women-only’ packaging and packing lines.
• Including more women in our training and development agenda.
• Empowering more women in managerial roles within the company.

Gender Disparity as a National Deficit

Saudi Arabia currently ranks 142nd out of 144 countries in the Gender Gap Index. While it has sought to address this issue through a range of policy reforms including increased maternal leave and incentives for private companies to hire women, there remains ample room for improvement. Women in KSA only make up 16% of the country’s labor force, while unemployment for women far outweighs that of their male counterparts (32.5% vs. 5.9%). Operating in this context, Hikma recognizes that its policy to improve gender ratios at its JPI facility is important to both the company and the country in general.

Our Success in Addressing Gender Disparity in KSA

Growth in the No. of Female Employees at JPI

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Female Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2</td>
</tr>
<tr>
<td>2014</td>
<td>49</td>
</tr>
<tr>
<td>2016</td>
<td>58</td>
</tr>
</tbody>
</table>

Operating Ethically and Supporting Inclusive Employment

At Hikma, we are committed to operating with highest levels of integrity and ethics; and ensuring that transparency remains at the core of our governance model. Our Code of Conduct is communicated to all employees, and we maintain anonymous “speak-up” hotlines to empower people to address potential compliance or corruption issues. Corporate Responsibility at Hikma is governed by the Compliance, Responsibility and Ethics Committee (CREC), a Board-level committee, which focuses on formalising Hikma’s strong ethical commitment to business integrity.

Hikma also aligns its activities with multiple international frameworks that safeguard best practice standards in ethics and anti-corruption.

Anti-Bribery and Corruption: Hikma is a founding member of the World Economic Forum’s Partnering Against Corruption Initiative (“PACI”), the leading business driven global anti-corruption initiative.

Compliance with the UK Modern Slavery Act (MSA): Hikma is committed to ensuring that modern slavery in the form of forced or compulsory labour and human trafficking does not take place in any of its businesses or supply chains across the globe.

Promoting Inclusivity through Employment

In 2016, our team in Portugal collaborated with the Portuguese Refugee Committee to develop a programme that will train and employ refugees in Europe. The ongoing refugee crisis in our areas of operation represent one of the world’s most significant challenges, one that we are committed to help alleviate. The programme’s first participant, Amir Hamad, is a Sudanese refugee who arrived to Portugal through Egypt. After being hired and trained by Hikma, Amir is now an integrated member of the team and has reunited with his family in Portugal.
Providing High Quality Employment Opportunities Across our Global Footprint: Employee Headcount – Q1 2017

8,594 Employees Globally (includes 703 Corporate employees)

Hikma currently operates 29 manufacturing facilities across 11 countries. Our commitment to maintaining state of the art facilities necessitates continuous investments in modernization and upgrades – which serve to drive sustainable employment and economic growth. We also foster innovation through a combined strategy of R&D, strategic partnerships and acquisitions and licensing agreements; contributing to a more inclusive healthcare sector more capable of meeting patient needs.
Our Contributions to Infrastructure and Economic Development in 2016

**US Highlights**

- **Investing in Infrastructure and Development**
  - Implemented a full-scale expansion and modernization of our Columbus facility.
  - Increased our nationwide manufacturing, packaging, and warehousing capabilities.

- **Supporting Local Employment**
  - We prioritize the use of local contractors to implement our capital expenditures.
  - This year, our Cherry Hill facility expanded its Cooperative Education Program with local universities, offering on-job training opportunities for students.

- **Innovation and Efficiency**
  - Our facility in Eatontown is leveraging the use of robotics to improve our automation capabilities.
  - We significantly improved energy efficiency in our Creekside and Memphis facilities by upgrading to LED and motion-sensing lighting fixtures.

**TENNESSEE**

Our Investments:
- $800K in upgrades

**NEW JERSEY**

Our Investments:
- $17.6 m towards development
- $11.1 m towards upgrades
- $1.5 m towards maintenance

**OHIO**

Our Investments:
- $57.4 m towards development
- $50.5 m towards upgrades
- $7.2 m towards maintenance

**EU Highlights**

- **Investing in Infrastructure and Development**
  - Ongoing developments include an oncology plant in Portugal as well as warehousing facilities in Germany and Italy.

- **Supporting Local Employment**
  - Recent investments made towards our European facilities will generate 269 jobs across the continent by 2024.

- **Innovation and Efficiency**
  - Our facility in Portugal is leveraging the use of robotics to improve our automation capabilities.
  - We significantly improved energy efficiency in our Creekside and Memphis facilities by upgrading to LED and motion-sensing lighting fixtures.

**PORTUGAL**

Our Investments:
- $14.3 m towards development
- $2.1 m towards upgrades
- $1.5 m towards maintenance

**ITALY**

Our Investments:
- $2.65K towards development
- $457K towards maintenance

**GERMANY**

Our Investments:
- $27K towards development
- $260K towards maintenance

**TUNISIA**

Our Investments:
- $900K towards development
- $200K towards maintenance

**EGYPT**

Our Investments:
- $4.1 m towards development
- $2.8 m towards upgrades
- $1.8 m towards maintenance

**MENA Highlights**

- **Investing in Infrastructure and Development**
  - Expanding our warehousing distribution capabilities by establishing a new warehousing facility in Qastal, Jordan.

- **Supporting Local Employment**
  - Our operations across the MENA region generate sustainable job opportunities on a local level. Moreover, our development of pioneering facilities in the region such as our Hikma Specialized Oncology Unit support the creation of high-quality jobs for locals.

- **Innovation and Efficiency**
  - Our completion of a new wastewater treatment plant for our oncology facility in Sahab, Jordan will dramatically improve environmental performance.
  - Investments made in automation across several locations contributed heavily to increased efficiency.

**JORDAN**

Our Investments:
- $4.1 m towards development
- $2.8 m towards upgrades
- $1.8 m towards maintenance

**KSA**

Our Investments:
- $1.4 m in upgrades
- $400K in maintenance

**EGYPT**

Our Investments:
- $2.0 m towards development
- $700K towards upgrades
- $700K towards maintenance

**MOROCCO**

Our Investments:
- $200K towards upgrades
- $300K towards maintenance

**ALGERIA**

Our Investments:
- $1.2 m towards upgrades
- $500K towards maintenance

**SUDAN**

Our Investments:
- $300K towards maintenance

**TUNISIA**

Our Investments:
- $900K towards development
- $200K towards maintenance

**ALGERIA**

Our Investments:
- $1.2 m towards upgrades
- $500K towards maintenance

**EGYPT**

Our Investments:
- $2.0 m towards development
- $700K towards upgrades
- $700K towards maintenance

**MENA**

Our Investments:
- $300K towards maintenance

**ITALY**

Our Investments:
- $2.65K towards development
- $457K towards maintenance
Hikma Ventures: Driving Innovation in the Healthcare Sector

In 2015, Hikma established its corporate venture capital arm – Hikma Ventures (HV) – an entity dedicated to identifying and investing in emerging companies within the digital health space. Through strategic investments, HV aims to position Hikma as an enabler of innovative technologies in the healthcare sector while at the same time diversifying revenue streams and improving access to mid to long-term growth opportunities. Through HV, our goal is to improve Hikma’s value proposition, reputation and market intelligence.

Innovation within the healthcare space is spurring a Digital Health Revolution, resulting in unprecedented value potential for consumers. By integrating technology into their businesses, healthcare companies are advancing personalized treatment, adherence and prevention to offer better services for patients. Wearable technology and the incorporation of virtual reality (VR) are adding new dimensions to patient care and are dramatically advancing patient-physician engagement. By tapping into the next generation of medical care, Hikma aims to drive innovation, improve patients’ wellbeing and further enhance its market potential.

The activities of HV contribute significantly to sustainable development. Its investments in small and medium scale startups provide valuable support to the entrepreneurial ecosystem by removing barriers of entry and by enabling synergies with Hikma’s global footprint. The targeted support of HV serves as a catalyst for technological advances in key areas of the digital healthcare market.

Discover more about Hikma Ventures: http://www.hikmaventures.com

Value to Our Shareholders
- Provides Hikma with an autonomous and agile corporate unit that is empowered to make strategic investment deals and diversify Hikma’s revenue streams

Value to Consumers and Patients
- Enables delivery of the latest next generation healthcare products to the market, enabling consumers and patients to benefit from more personalized and advanced healthcare

Value to the Healthcare Industry
- Strengthens Hikma’s contributions to the ongoing healthcare revolution while positioning the organization as a driver of innovation

Value to Innovative Capacity
- Removes critical barriers of entry for startups
- Enables synergy between startups and Hikma
- Supports general technological development
Embedding a Corporate Culture of Innovation:
Hikma’s Innovation & Leadership Advisory Board (ILAB)

As an organization with over 8,000 employees spanning across four continents, Hikma faces many of the challenges of large, geographically spread organizations. The nature of the ever-changing healthcare industry requires that Hikma remains open to new ideas and constantly aware of the continuously evolving industry landscape. We therefore recognize the value of staying flexible and adaptable to new ideas and trends by embedding a culture of change and innovation within the organization.

As part of our efforts to maintain our organizational agility, we established the Innovation & Leadership Advisory Board (ILAB) in April, 2016. ILAB is a formal committee consisting of high-performance employees under 35, tasked with advising executive management on policies and actions that will drive innovation and promote a culture of change within the company.

ILAB also serves as a platform for empowering young Hikma employees, enabling them to communicate ideas and suggestions to top decision-makers openly and transparently. It is by engaging all employees and integrating their views into the decision-making process that Hikma can remain relevant in an ever-evolving industry and maintain value creation for all its stakeholders.

Since its establishment, ILAB has successfully introduced several policies and activities that support our capacity to innovate collectively. These include the development of a thorough and comprehensive training program to attract top human capital into the company, as well as the establishment of ITECH – a speaking series designed to expose Hikma employees to new technologies and bridge the gap between Hikma and innovation. ILAB also developed an internal Innovation Competition to streamline and encourage the implementation of groundbreaking project ideas, and is overseeing the introduction of 3D printing technology into Hikma’s manufacturing processes.