

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

Hikma Pharmaceuticals PLC
2018 Investor Day

hikma.

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Agenda

1:30 – 1:40pm	Welcome	Said Darwazah
1:40 – 2:10pm	Delivering sustainable growth	Siggi Olafsson
2:10 – 2:30pm	Injectables	Riad Mechlaoui Dan Motto
2:30 – 2:50pm	Generics	Brian Hoffmann Kristy Ronco
BREAK		
3:05 – 3:25pm	Branded	Mazen Darwazah Masoud Abdelmajid
3:25 – 3:40pm	Financial overview	Khalid Nabils
3:40 – 3:55pm	Outlook	Siggi Olafsson
3:55 – 4:45pm	Q&A	All speakers

Today's presenters



Said Darwazah
Executive
Chairman



Siggi Olafsson
CEO



Riad Mechlaoui
President of
Injectables



Dan Motto
EVP, Commercial
and BD, Injectables



Brian Hoffmann
President of
Generics



Kristy Ronco
EVP, Sales and
Marketing, Generics



Mazen Darwazah
Executive Vice
Chairman
& President of MENA



Masoud Abdelmajid
Territory VP,
Egypt



Khalid Nabils
CFO

Welcome

Said Darwazah, Executive Chairman



Hikma today



40 years
in existence



~\$2bn
2018 revenue



7 billion
doses made annually



8,500
employees



29
manufacturing sites
around the world



Top 10
generic pharma
company in the US

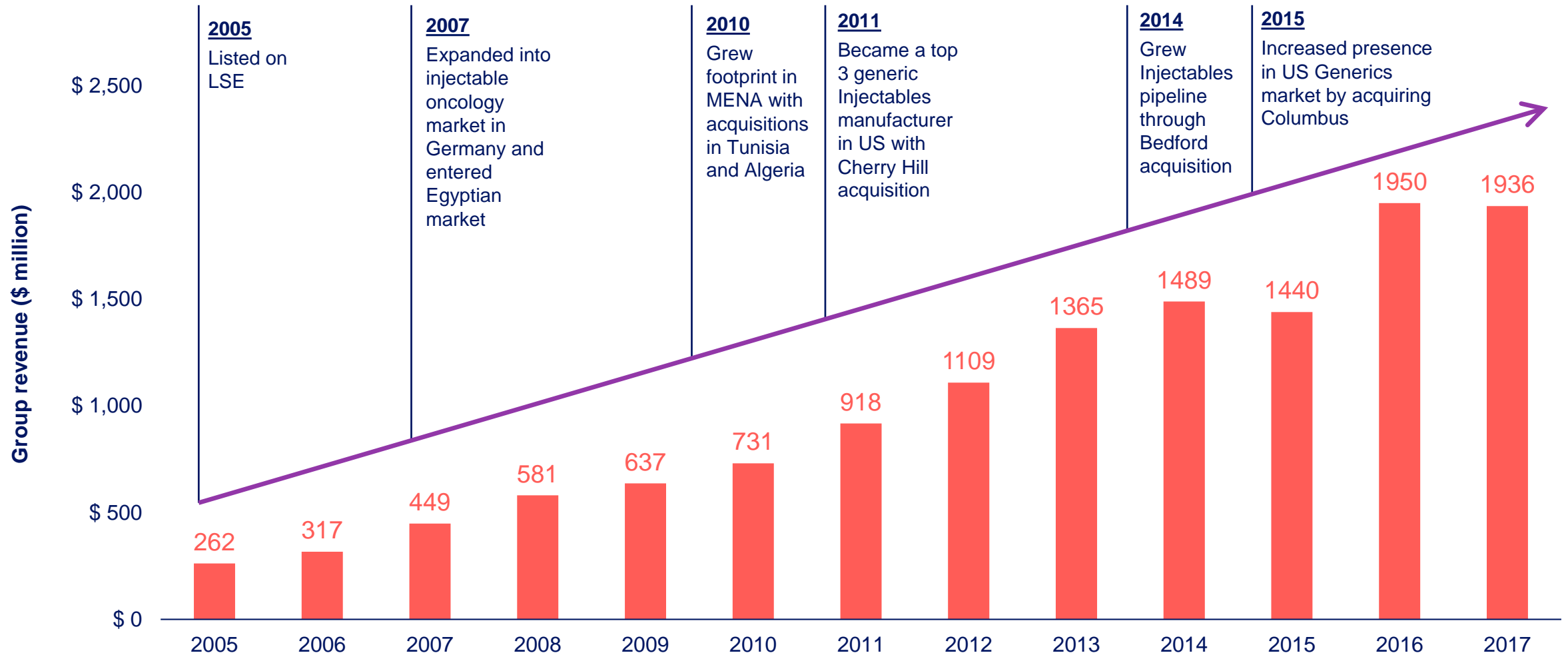


~50
countries



650+
compounds

A legacy of strong growth

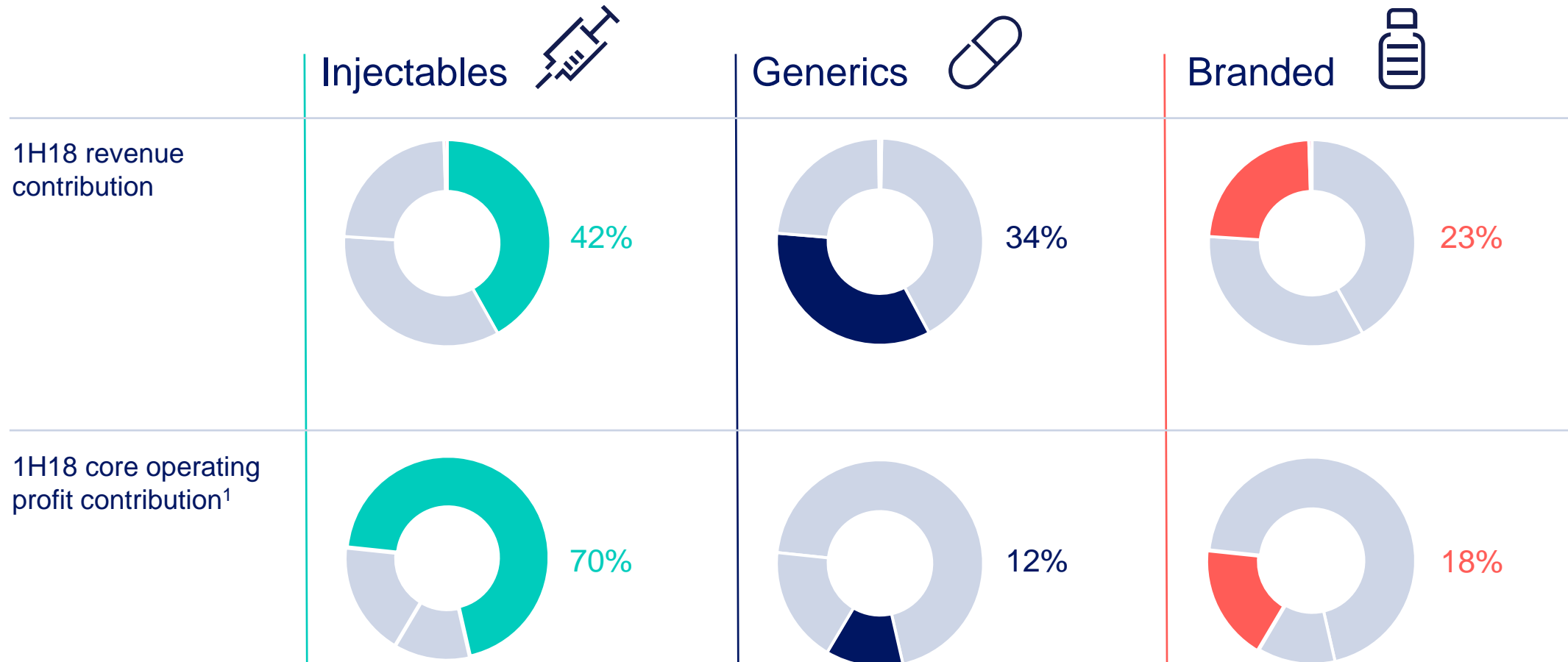


Delivering sustainable growth

Siggi Olafsson, Chief Executive Officer



Benefiting from our well-diversified business model



¹ Core operating profit is \$214 million. Before Unallocated corporate costs of \$33 million and operating loss from Other business of \$1 million, operating profit contribution from business segments is \$248 million

Our unique strengths provide a platform for growth



High-quality



**Reliable
partner**



**Broad product
portfolio**



**Commercial
excellence**



**People
and culture**



**Strong
balance sheet**

Delivering strong Group performance in 2018 and raising full year guidance

1H18 Group financial highlights

(\$ million)

Revenue

\$989m

+11%

Core¹ operating profit

\$214m

+22%

Core¹ operating profit margin

21.6%

+1.9pp

Core¹ basic earnings per share

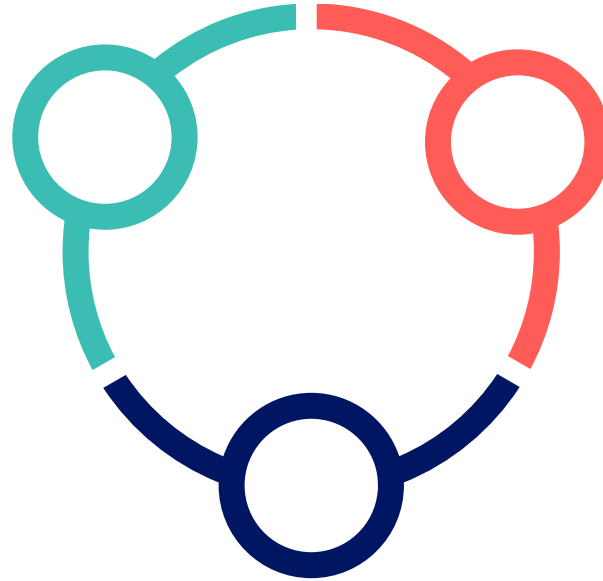
61.4¢

+35%

¹ Core results are presented to show the underlying performance of the Group, excluding exceptional items and other adjustments

Delivering sustainable growth

Focus on the foundation



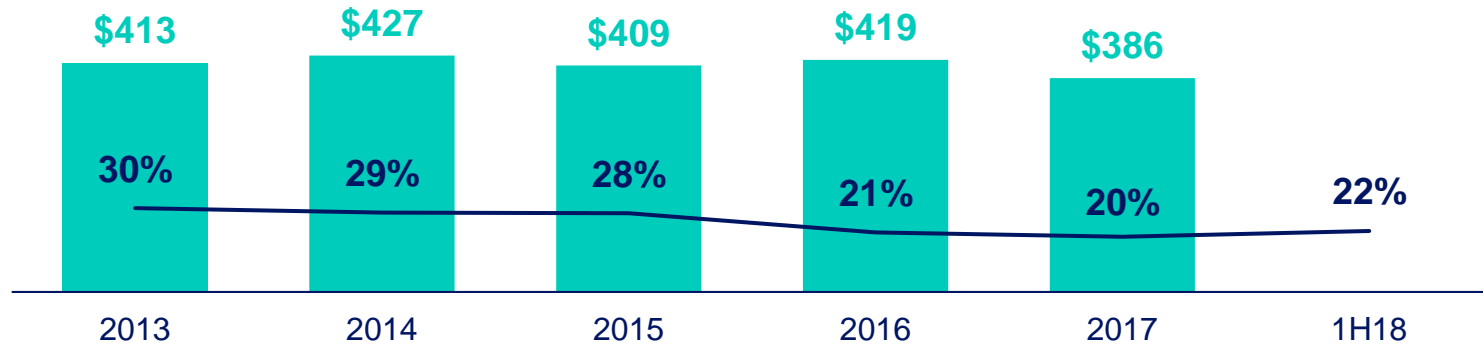
Develop our pipeline

Leverage partnerships and M&A

Focus on the foundation

Group core operating profit and margin

(\$ million)



Objectives

Maximise our product portfolio

Reduce costs

Leverage our commercial capabilities

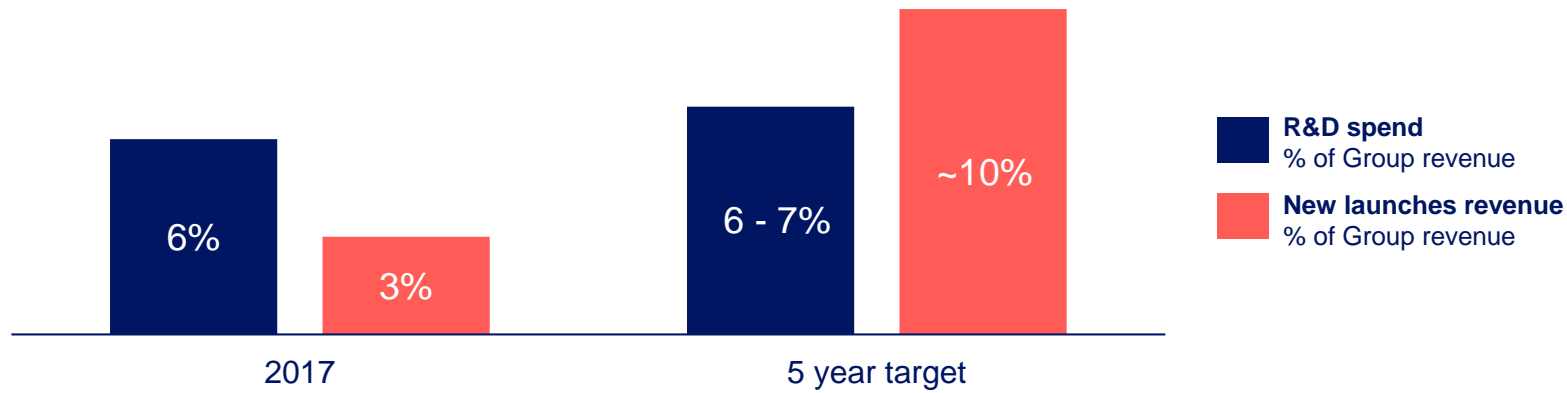
Improve internal processes

Focus on the foundation



Develop our pipeline

Group R&D spend and contribution from new launches



Focus for business segments

Injectables

Increasing complexity of projects

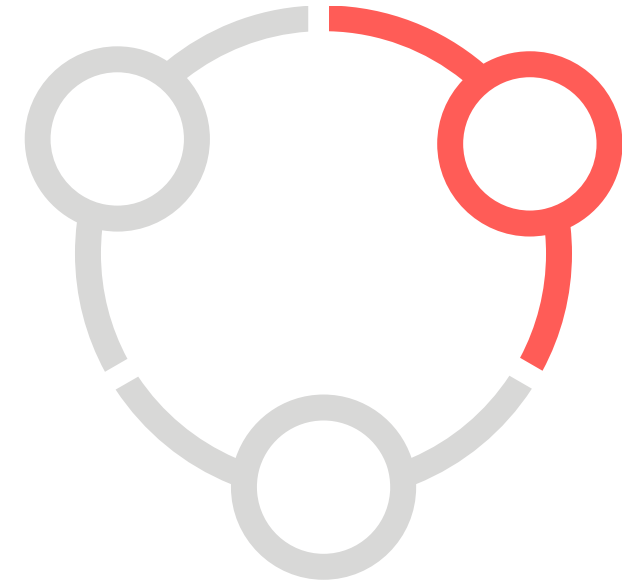
Generics

Increasing number of projects

Branded

Prioritising projects to maximise launch potential

Develop our pipeline



Leverage partnerships and M&A

Through partnerships and M&A, we will add more specialised products, new technologies and add scale in our core markets

Business segment objectives

Injectables

- Add more complex products
- Strengthen position in key markets
- Invest in adjacent businesses

Generics

- Fill gaps in our pipeline
- Add new technologies

Branded

- Continue to form partnerships for in-licensed products
- Strengthen position in key markets

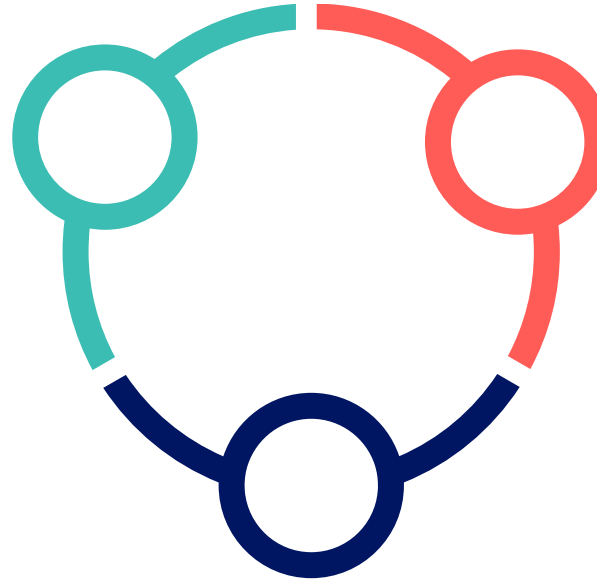


**Leverage partnerships
and M&A**

Delivering sustainable growth

Focus on the foundation

- Maximise value from our portfolio and operations
- Drive efficiencies and cost reductions
- Leverage our unique business model to create synergies



Develop our pipeline

- Increase R&D productivity
- Target 10% of Group revenue from new launches
- Add differentiation and complexity

Leverage partnerships and M&A

- Build our branded portfolio
- Add new products and technologies
- Strengthen our position in core markets

Injectables



Riad Mechlaoui, President of Injectables

Dan Motto, EVP, Commercial and BD, Injectables

Strong performing Injectables business with a broad portfolio and high-quality manufacturing

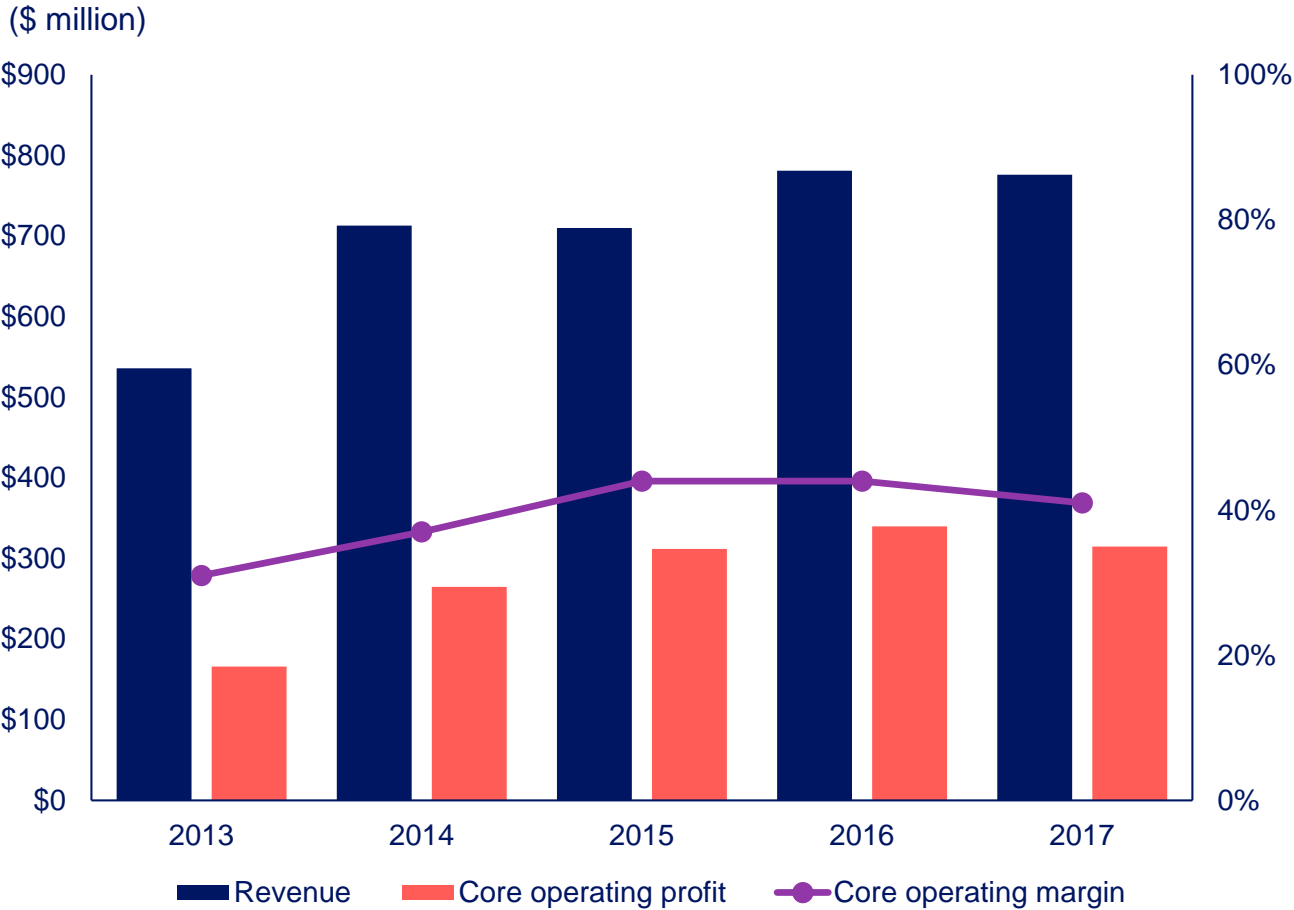
Top 3
generic injectables
manufacturer in
the US

3 core
geographies

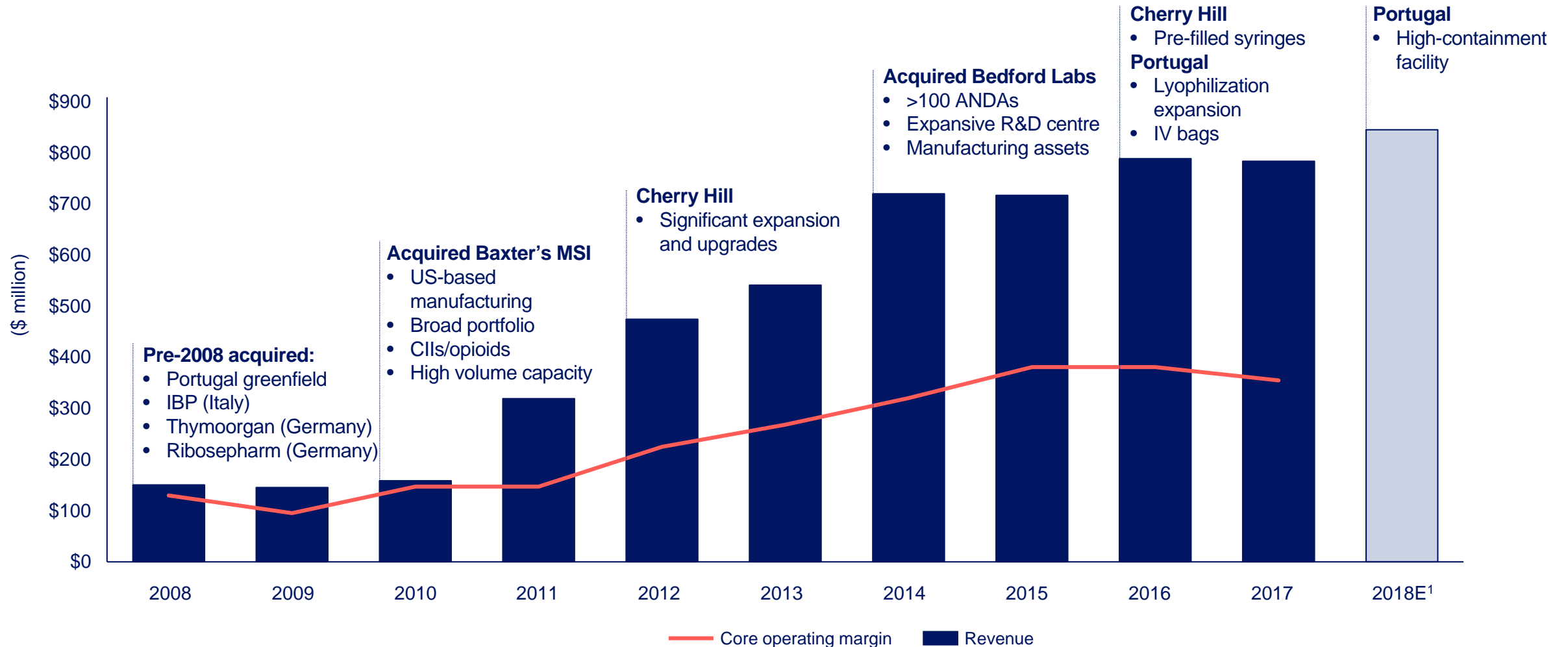
5
manufacturing
sites around the
world

1 billion units
of annual
injectables
manufacturing
capacity

Injectables financial performance



History of our Injectables business



¹ Guidance for 2018 revenue is between \$825 - \$850 million

Delivering sustainable growth

Focus on the foundation

- Maximise value of broad portfolio and market position
- Execute on launches
- Maintain high-quality, flexible manufacturing



Develop our pipeline

- Optimise investment in R&D
- Increase focus on complex and technically challenging products
- Leverage pipeline across geographies

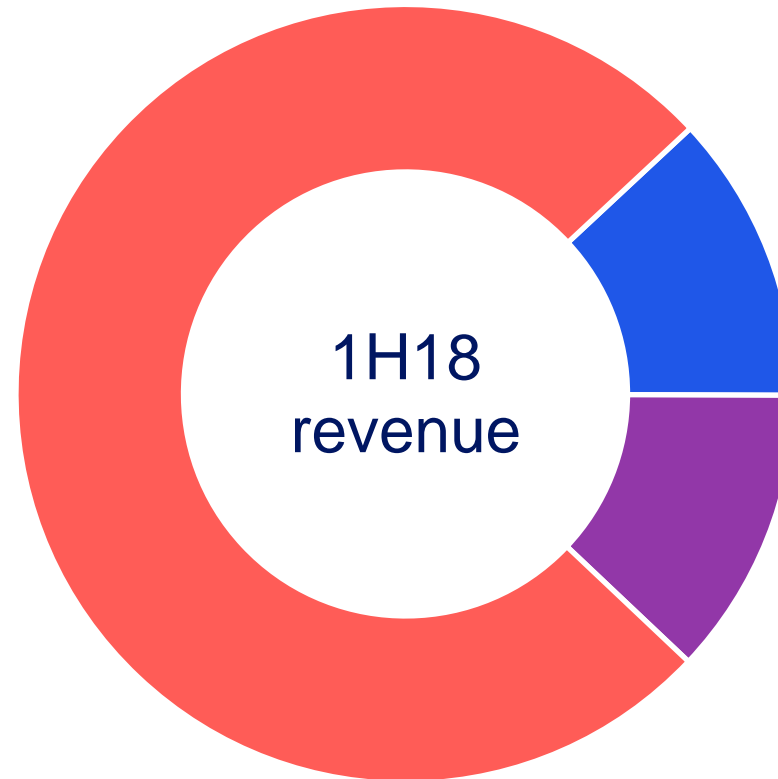
Leverage partnerships and M&A

- Expand pipeline through licensing
- Enhance position in MENA and Europe
- Invest in adjacent business opportunities

Commercial presence in three core geographies

United States

5 year CAGR	+11%
1H18	+10%



MENA

5 year CAGR	+6%
1H18	+46%

Europe

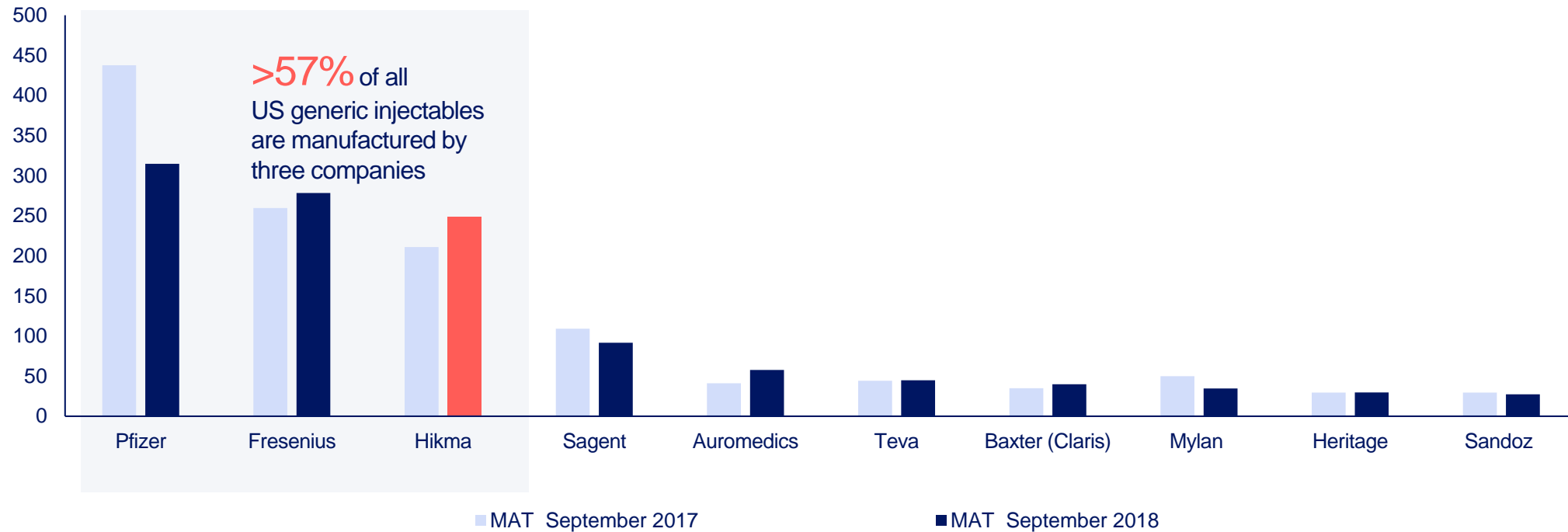
5 year CAGR	+6%
1H18	+16%



Leading supplier of generic injectables in the US

US generic injectables market share¹

September 2018 (eaches)



Market Share

Volume

September 2017

13.9%

September 2018

16.7%

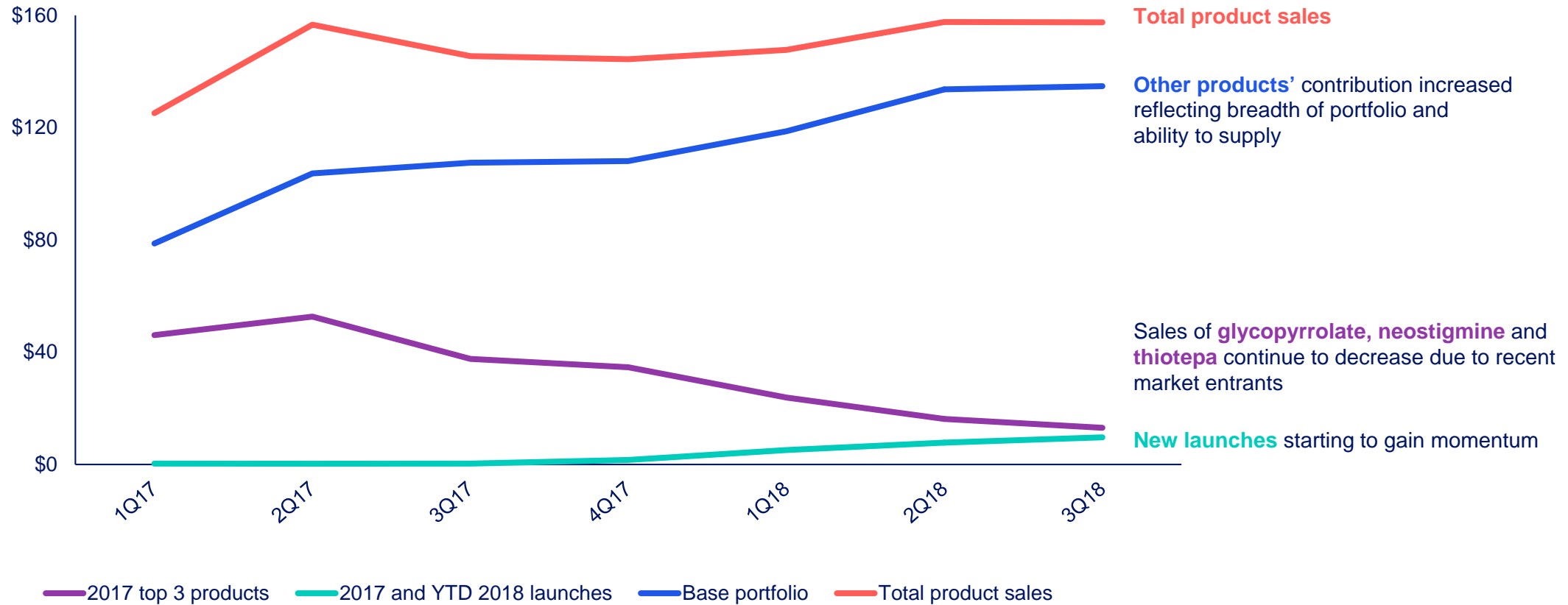
¹ IQVIA US 2018



Resilient and growing portfolio is driving top line growth in the US

Hikma's US injectables quarterly revenue by product type

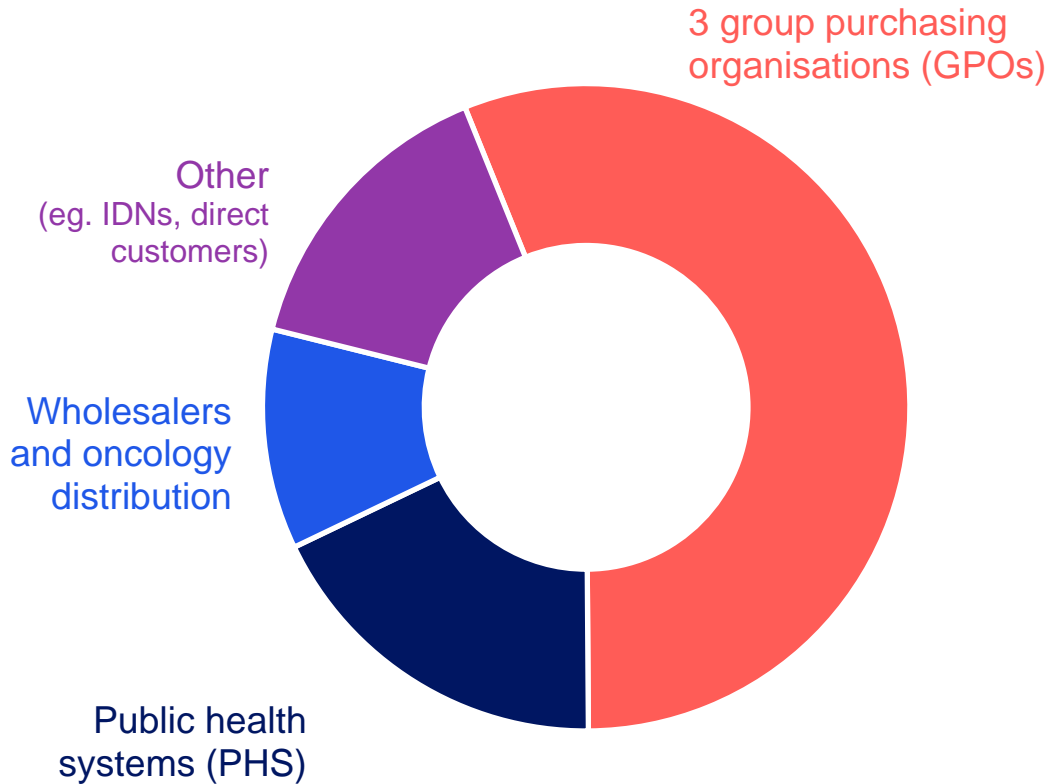
(\$ millions)



Consolidated US customer base but market dissatisfaction driven by supply disruptions



Key US injectable customer segments¹



External initiatives may shift the market²

Integrated Delivery Networks (IDNs)

Increasing size of hospital networks:
Top 10 now covering >1,500 hospitals

FDA Office of Drug Shortages

New Drug Shortages Task Force established: “holistic solutions to addressing the underlying causes for these shortages”

Civica Rx non-profit

“Mission to ensure that essential generic medications are accessible and affordable”

¹ Hikma internal analysis

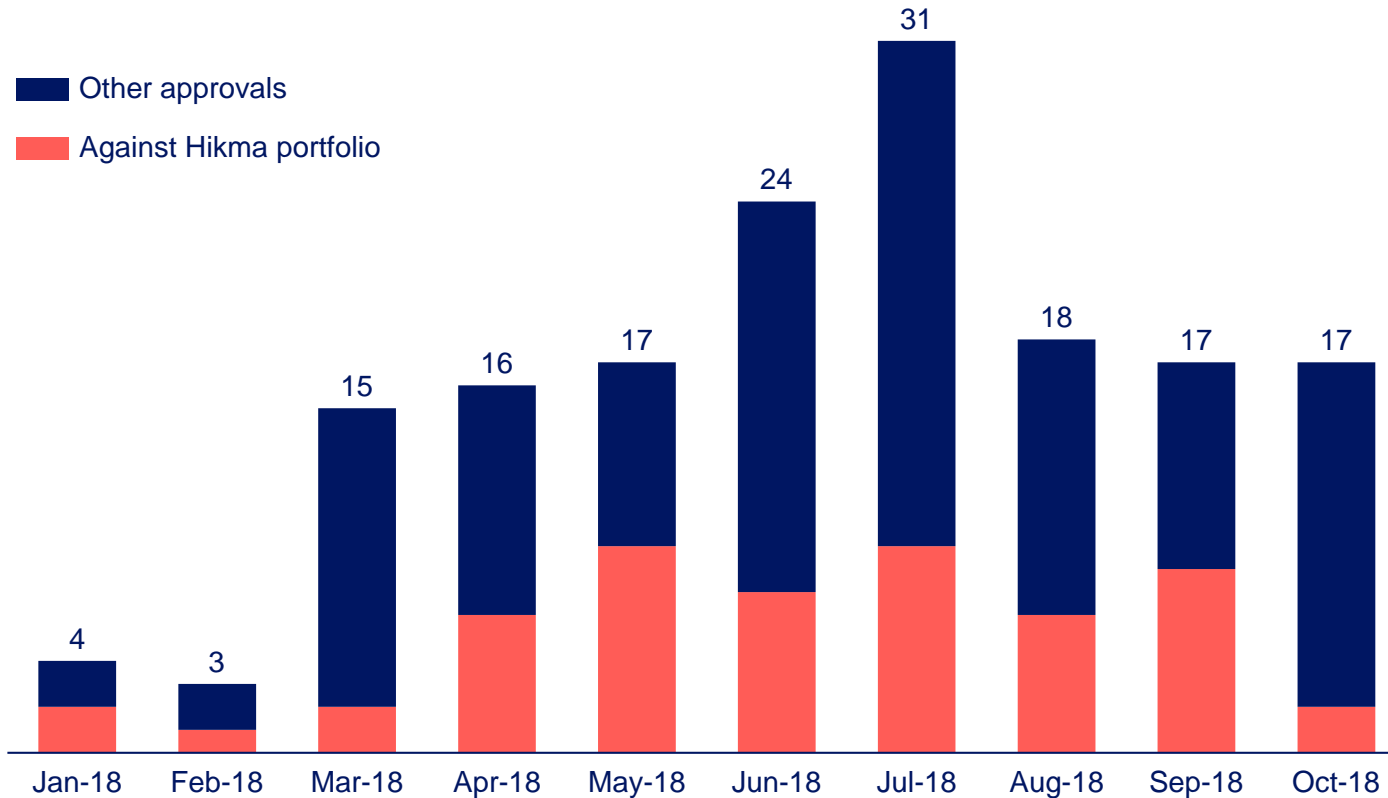
² Select examples



US injectables competition is increasing with ANDA approvals and new entrants

Number of injectable ANDA approvals in 2018¹

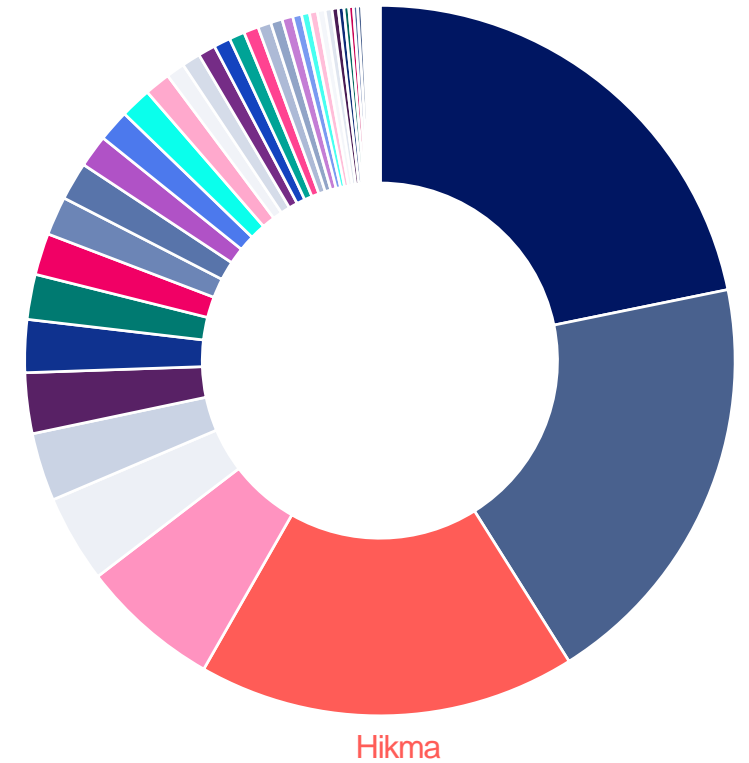
(October 2018)



¹ US FDA website

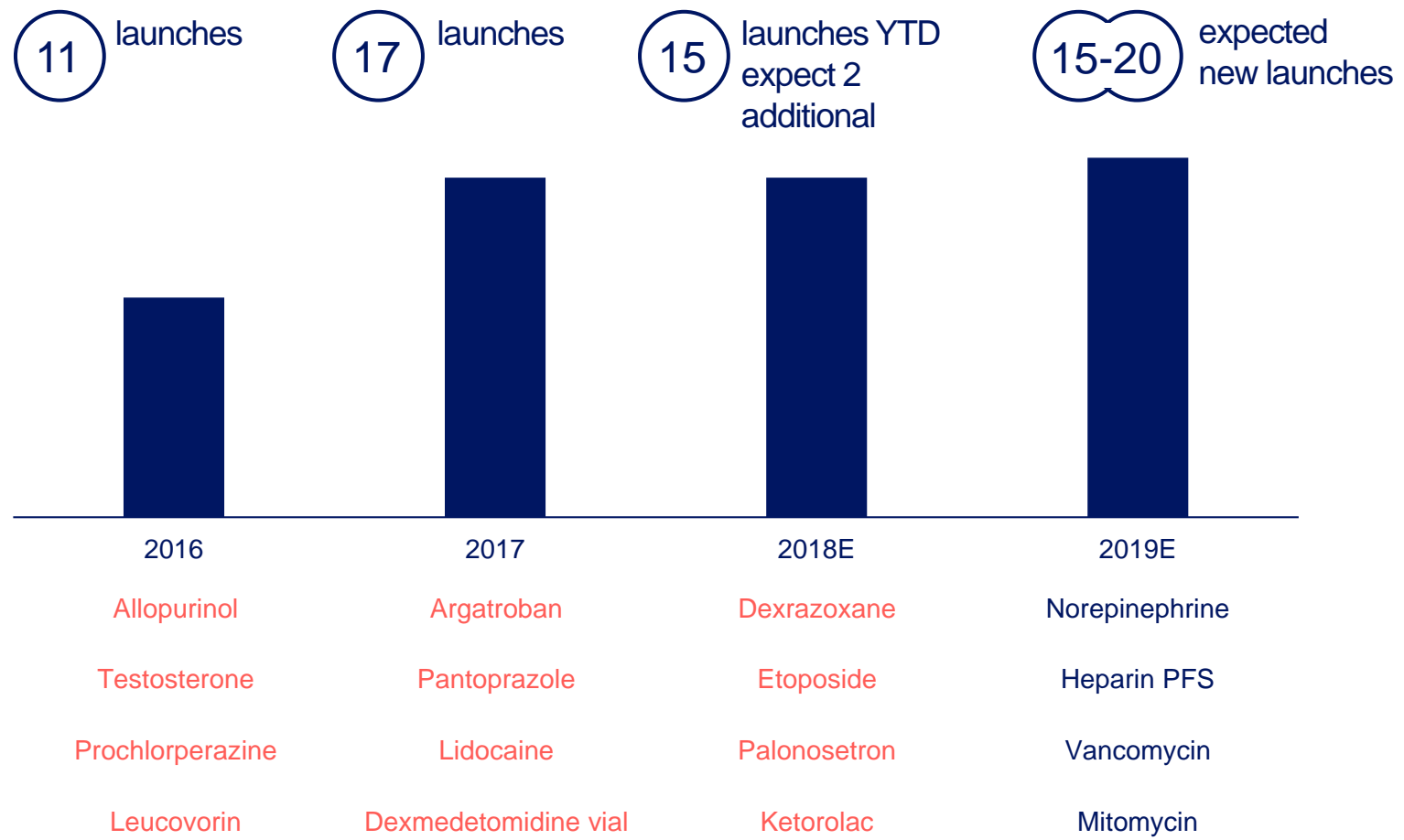
² IQVIA data 2018 Sept MAT manufacturer volume in eches

>60 active US injectable suppliers²

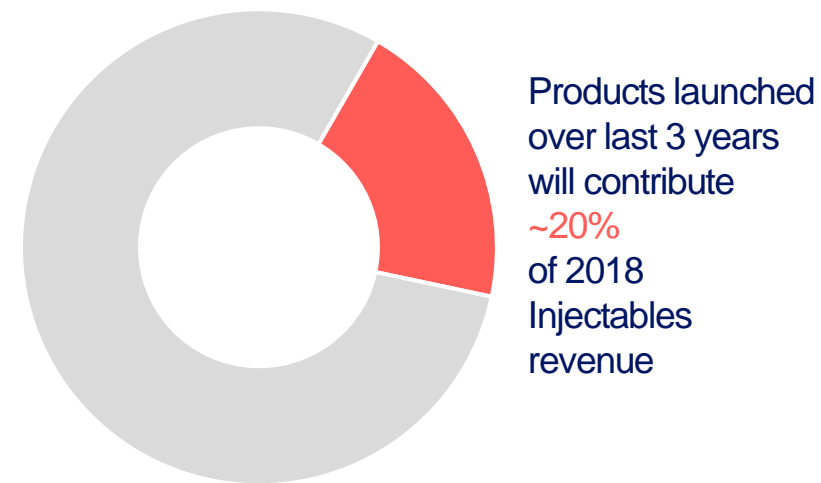




Continuing to expand our portfolio with high number of new launches in the US



Contribution of new launches



>15 products launched during a market shortage



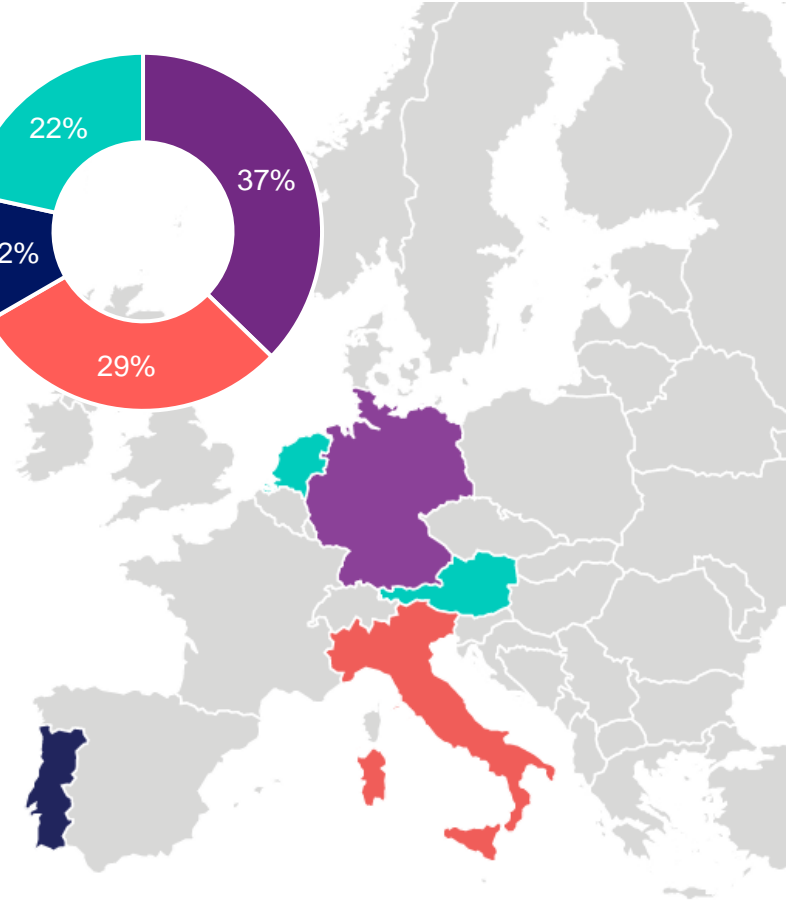
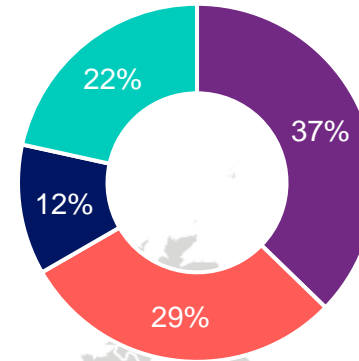
Strong foothold in Europe supported by local manufacturing

Europe highlights

- Steady revenue growth, generating profitable results from tender wins
- Broad portfolio with 82 unique molecules distributed across eight EU countries
- Strong local manufacturing in Portugal, Germany and Italy
- Dedicated commercial, BD and R&D teams focused on portfolio expansion and developing new partnerships
- Expanding into the 'Big 5' with addition of France, Spain and other select other markets

Hikma's European Injectables markets

- Germany
- Italy
- Portugal
- Others



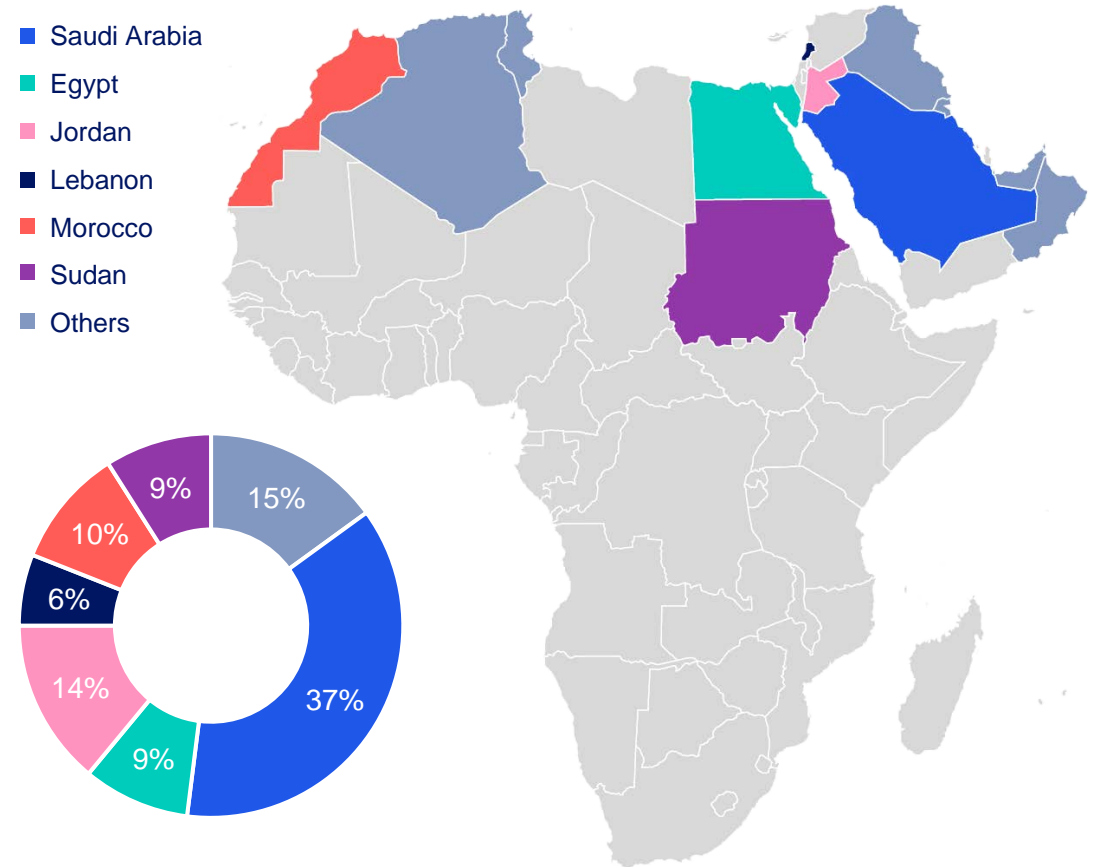


Higher-value products driving growth in MENA

MENA highlights

- Significant sales force targeting the hospital segment
- Investing in local manufacturing – Algeria and Egypt
- Opportunity to take market share and expand the markets with our specialty products – biosimilars and oncology
- Leveraging portfolio and market knowledge from US and EU
- Partner of choice for licensing in MENA

Hikma's MENA Injectables markets





Expanding our portfolio with dosage forms that bring value to our customers

Liquid in vials



Lyophilised powder in vial



Ampules



Pre-filled syringes



IV bags



Pens



Broad portfolio of products today

- Third largest injectable portfolio in the US market
- Approximately 95 medications offered in multiple formats
- Addressing over 60 therapeutic categories

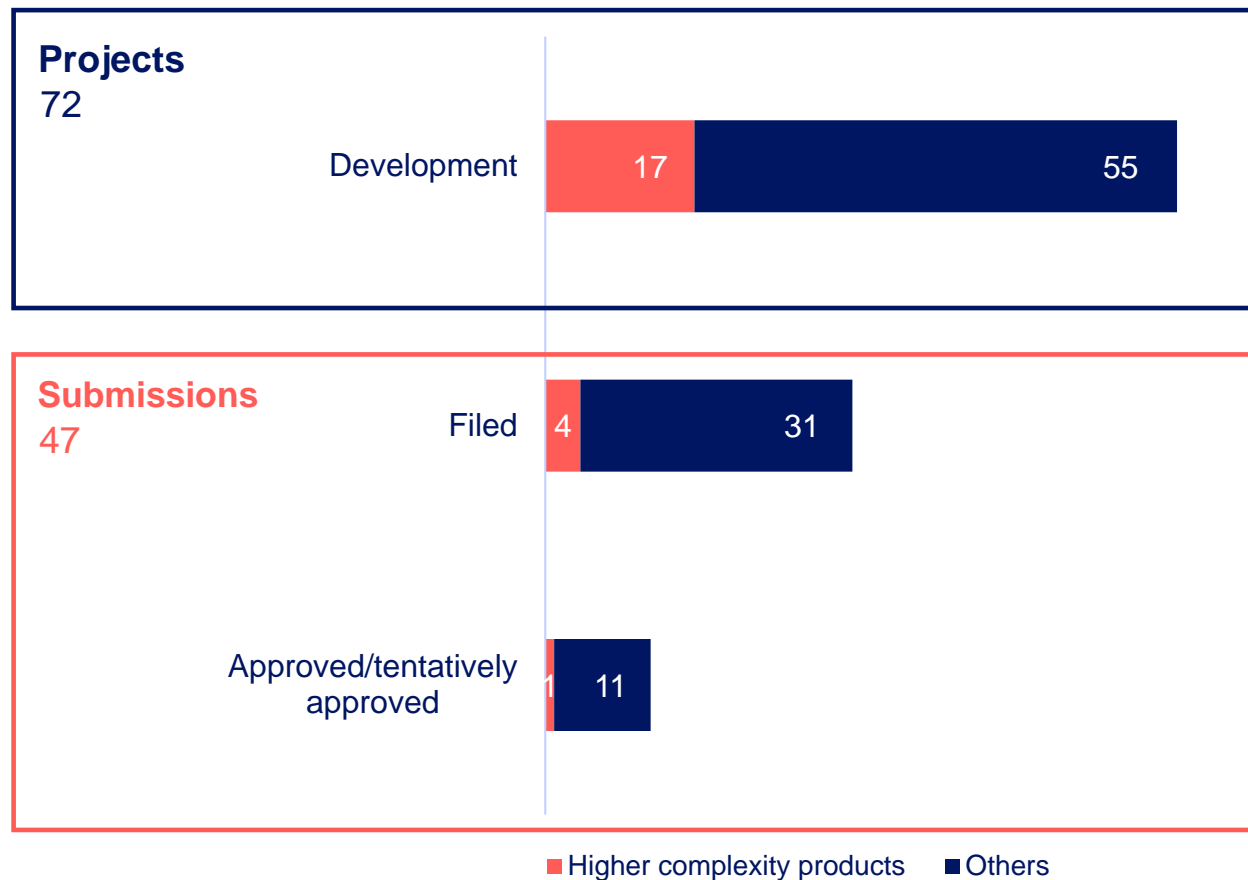
Ready-to-administer (RTA) formulations

- Improves efficiency in hospitals – minimises steps to administration of our products
- Reduces risk of medication errors
- Lessens need for in-house or external compounding services

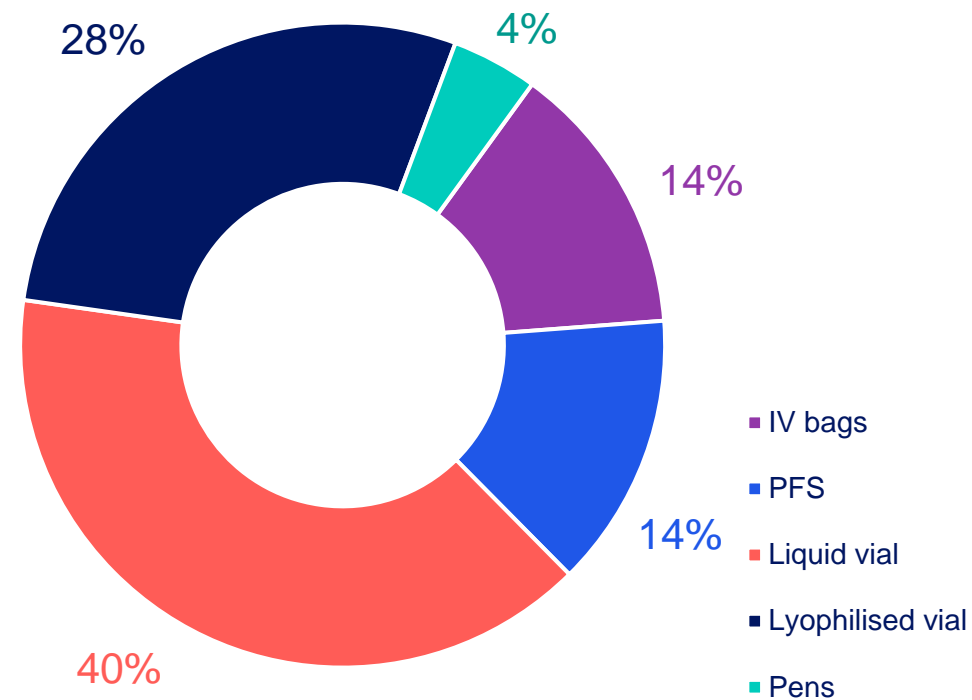


Growing pipeline with a diverse mix of product opportunities

A total pipeline of 119 products¹



Pipeline by dosage form and container closure¹



¹ Pipeline position at October 2018



Increasing number of complex products

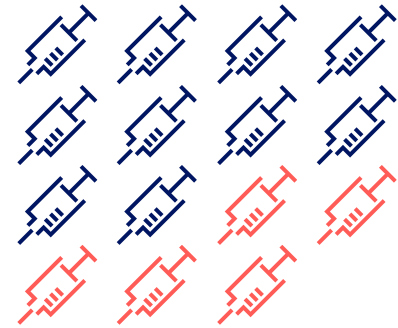
R&D objective

Increasing complexity of products

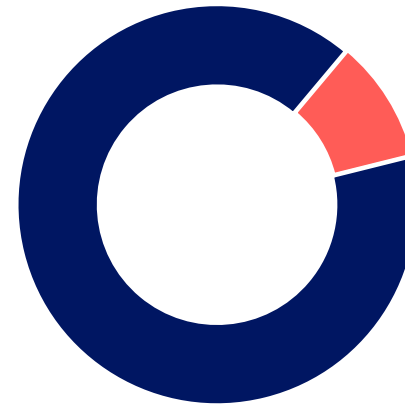
Progress

119 products in the pipeline

Target



10 to 15 launches per year



Targeting 10% of revenue from new launches by 2023



Benefiting from our facility investments over the last decade

Extensive capacity provides flexibility

USA

- 300 million vials
- 100 million PFS
- 100 million ampules

Portugal

- 250 million vials
- 70 million lyophilised units
- 75 million cephalosporins units
- 20 million infusion bags

Germany

- 7 million cytotoxic lyophilised units
- 10 million cytotoxic liquid vials

Italy

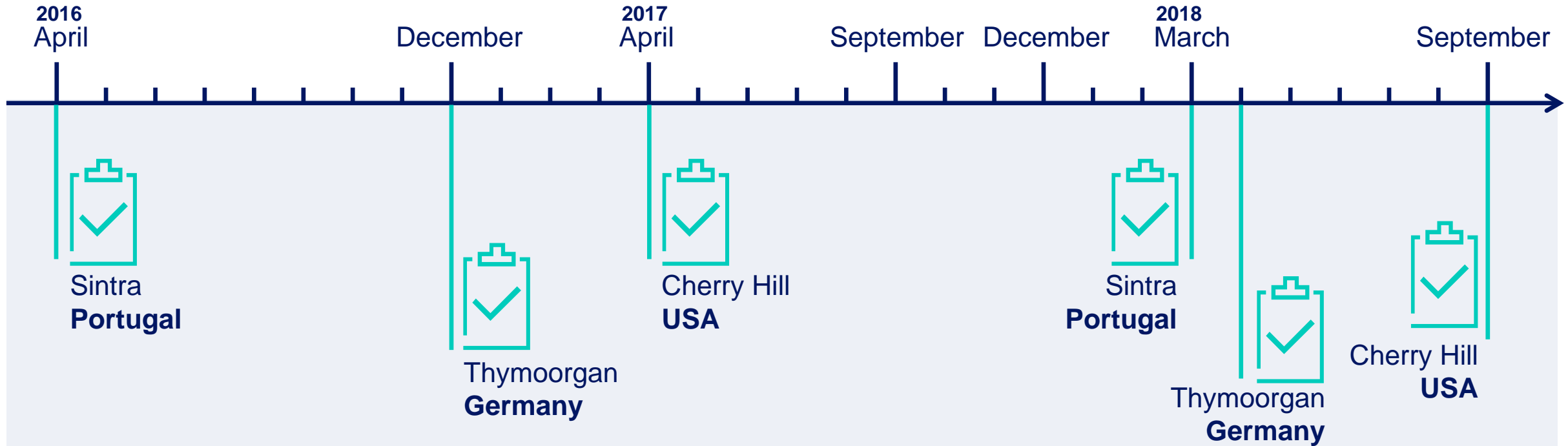
- 12 million lyophilised units
- 30 million ampules

Significant investments in technology and automation





Quality track record supports our market position



Six FDA inspections at our Injectables manufacturing facilities over last 3 years
Zero critical observations



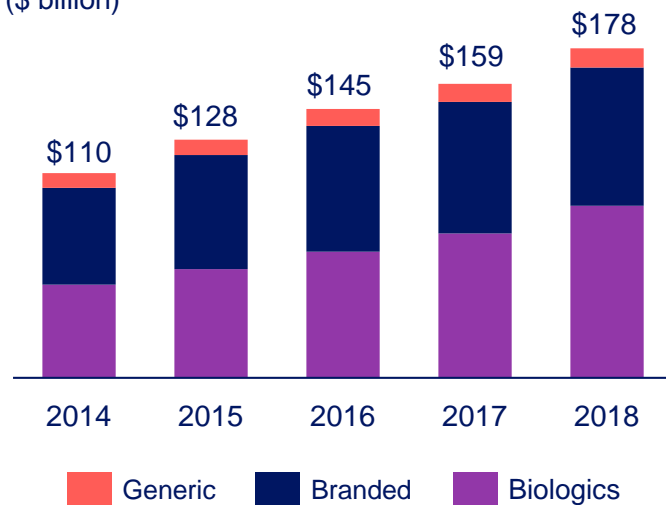
Growth drivers for the Injectables business going forward

Large pool of new generic injectable opportunities

Build on our presence in generic injectables and execute on our pipeline

Growth in the US injectable markets¹

(\$ billion)



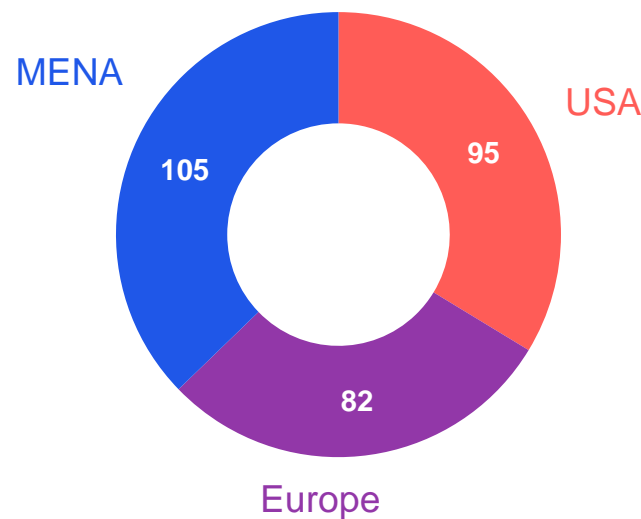
¹ IQVIA NSP data through August 29, 2018. Branded and branded generic markets generic as defined by IQVIA

² Number of products (unique molecules)

Leverage portfolio across geographies

Expand our product offerings by leveraging our portfolio and pipeline across regions

Hikma injectable products by region²



Adjacent businesses

Evaluate and pursue adjacent opportunities that are complementary to where we are today

Examples of adjacent segments

- Innovative hospital specialty products
- Biosimilars (outside of MENA)
- Hospital pharmacy services: Ready-to-administer formulations
- Nutritional products

Delivering sustainable growth



Maintain
strong
foundation



Expand pipeline with
focus on higher-value
products



Leverage position to
expand into adjacent
segments and
complementary
markets

Generics

A close-up photograph of a person wearing a white lab coat and blue nitrile gloves. They are holding a stainless steel scoop filled with numerous white, oblong capsules. The background shows a clean, industrial pharmaceutical manufacturing environment with stainless steel machinery and equipment.

Brian Hoffmann, President of Generics

Kristy Ronco, EVP, Sales and Marketing, Generics

Diversified portfolio and state of the art manufacturing facility

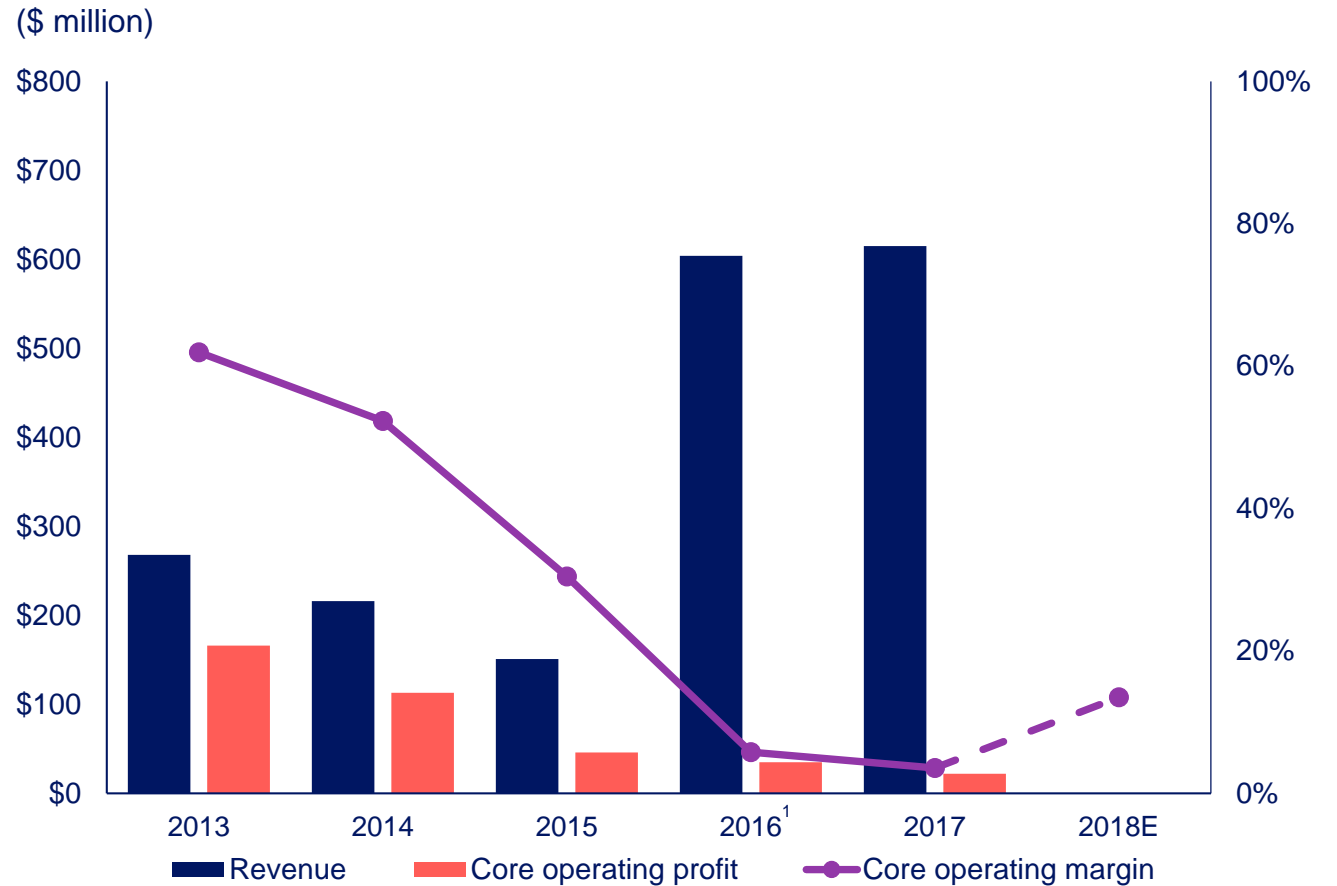
State of the art manufacturing facility in Columbus, Ohio

Capabilities in orals, liquids, nasal sprays, respiratory, high-containment and controlled substances

84 products

Over 1,000 employees

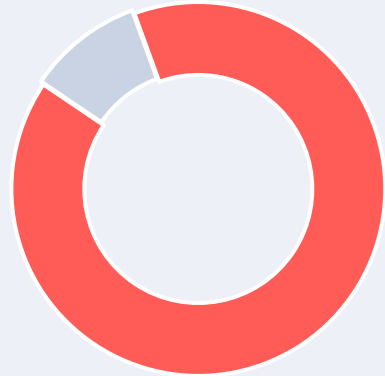
Generics financial performance



¹ Roxane acquisition was completed in February 2016

US retail generics has been a challenging market over the last two years

Customer consolidation



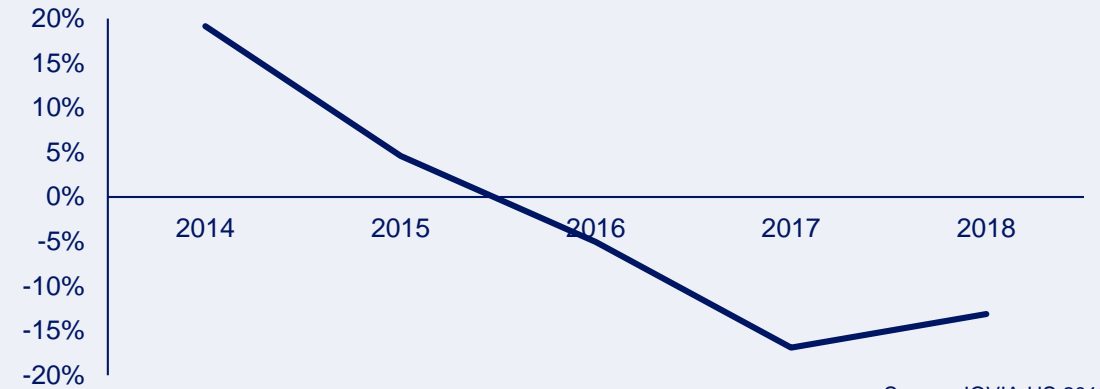
90%

of all retail generic products are bought by
3 customer groups

Source: IQVIA US 2018

Price erosion appears to be stabilising

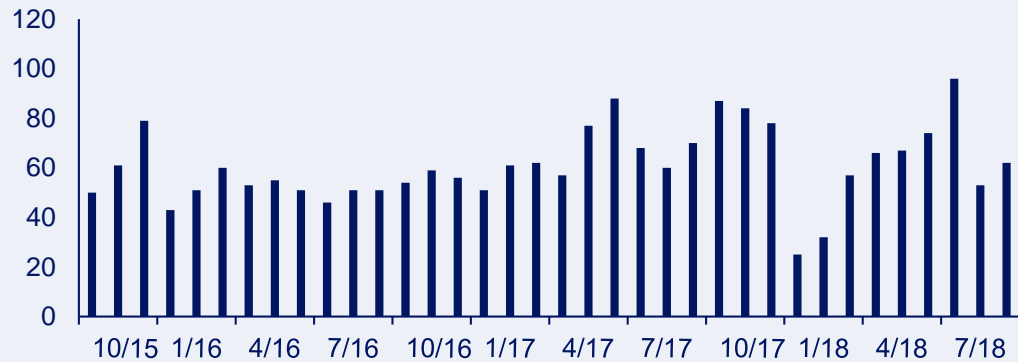
(price per unit)



Source: IQVIA US 2018

High-level of ANDA approvals continues

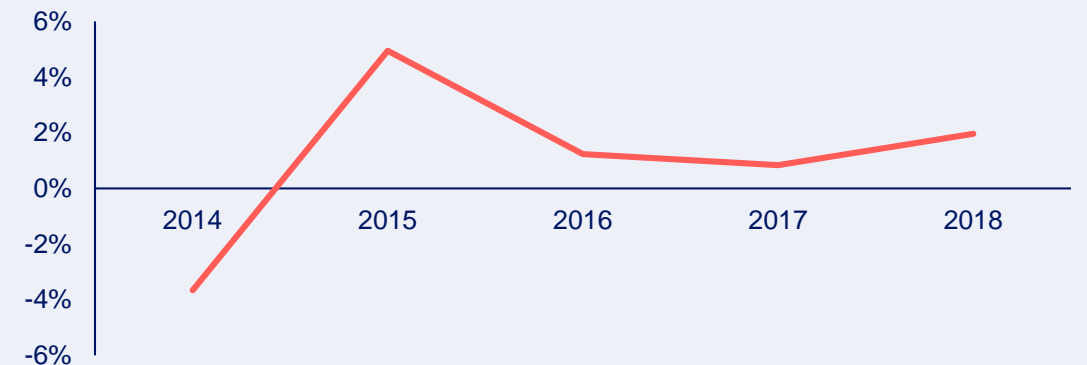
(number of products)



Source: IQVIA US 2018

Volume growth in US retail generics is increasing

(eaches)

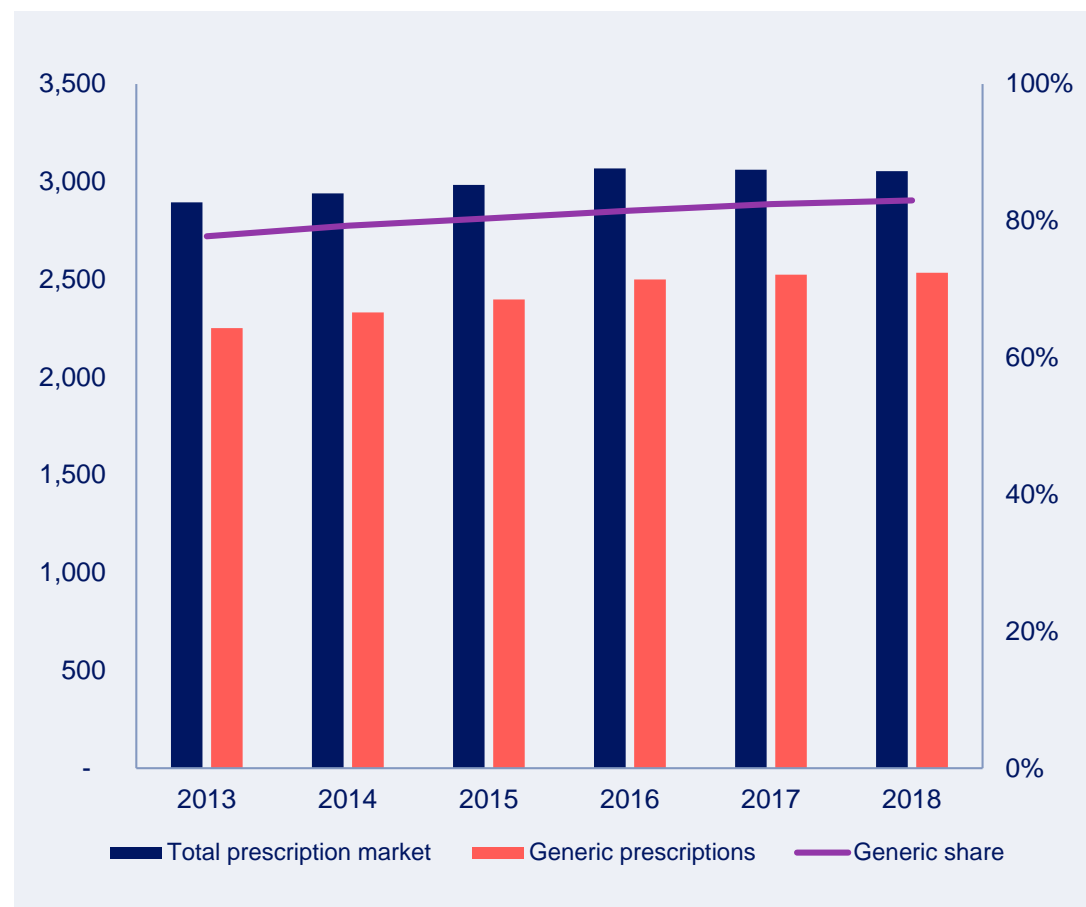


Source: IQVIA US 2018

Attractive opportunities remain in the US market

Generic share of US prescription market¹

(millions)



US retail generic sales by manufacturer¹

(YTD September 2018)

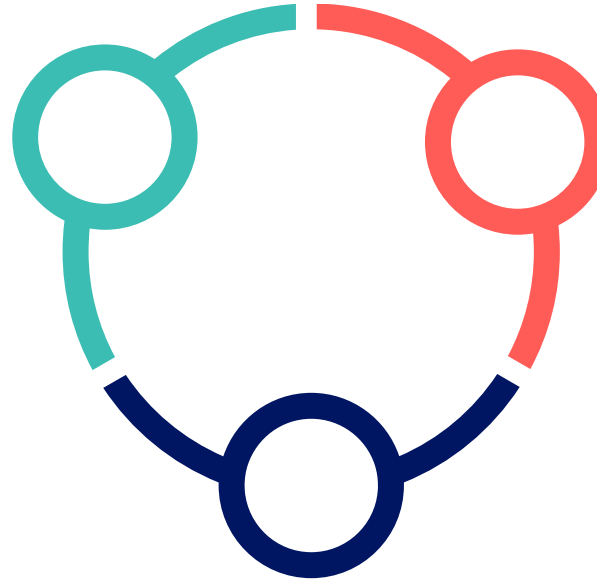
Rank	Company	Sales (\$ million)	YOY growth (%)
1	Teva	4,087	(23%)
2	Mylan	3,180	(22%)
3	Sandoz	2,383	(21%)
4	Amneal / Impax	1,831	5%
5	Endo	1,411	(49%)
6	Lupin	1,193	(6%)
7	Sun	1,177	(20%)
8	Zydus	985	37%
9	Prasco	886	(12%)
10	Perrigo	869	(8%)
11	Apotex	822	(18%)
12	Aurobindo	805	5%
13	Hikma	788	10%
14	Alvogen	777	9%
15	Dr. Reddy's	765	(14%)

¹ IQVIA US 2018

Delivering sustainable growth

Focus on the foundation

- Reduce the cost base
- Drive value from broad and differentiated in-market portfolio
- Leverage commercial capabilities



Develop our pipeline

- Increase R&D productivity and output
- Focus on areas of expertise

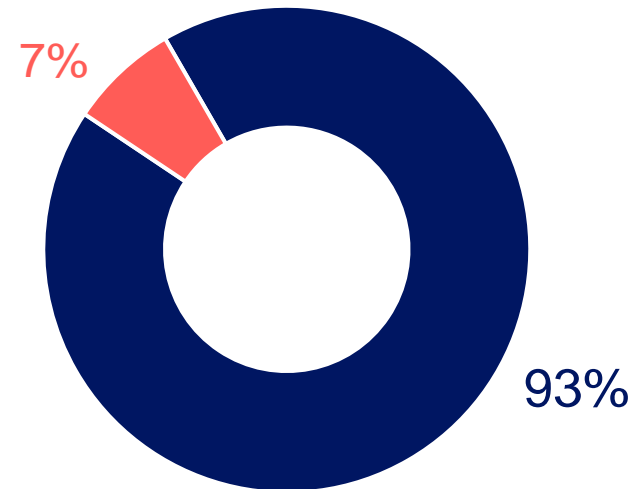
Leverage partnerships and M&A

- Enhance pipeline through partnerships and acquisitions

Optimising our well-diversified product portfolio



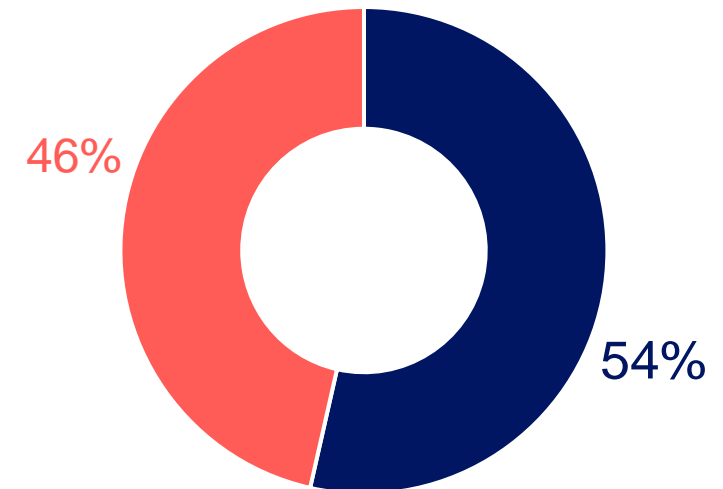
Generics revenue by product, 2015



Top 10 products contributed 93% of revenue

Generics revenue by product, 1H18

■ Top 10 products
■ Other products

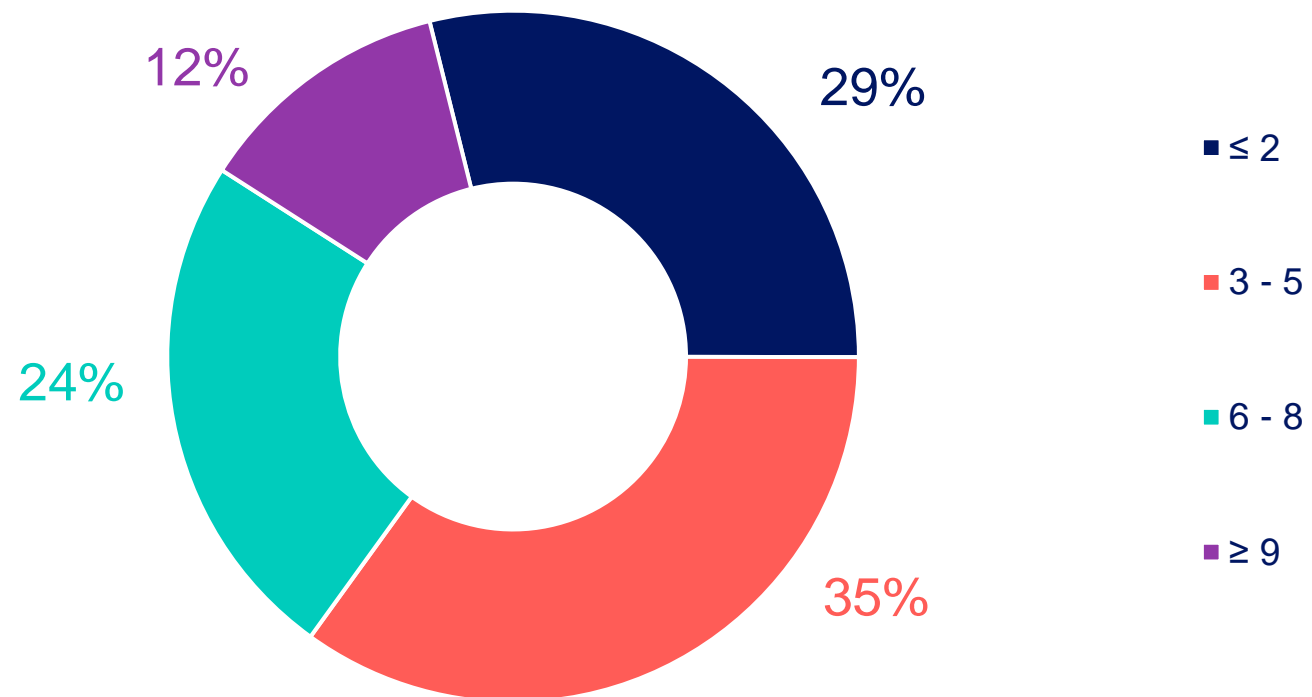


Top 10 products contributed 54% of revenue

Focusing on differentiated in-market products with limited competition



Generics portfolio by number of generic competitors¹



¹ IQVIA US 2018

Cost reductions are building a sustainable foundation



Actions taken to-date

- ▲ Closure of Eatontown manufacturing facility
- ▲ Transfer of products to Columbus and Jordan facilities
- ▲ Closure of Memphis distribution centre
- ▲ Qualifying alternate API suppliers
- ▲ Headcount reductions



Near-to-medium term priorities

- ▲ Sale of Eatontown manufacturing facility
- ▲ Additional alternate API approvals
- ▲ Additional sourcing savings
- ▲ Reduce inventory write-offs
- ▲ Strategic product transfers from Columbus to Jordan



Long term priorities

- ▲ Operational efficiencies
- ▲ Align headcount with production demands
- ▲ Reduce controllable spend across functions
- ▲ Reduce manual functions with enhanced processes and systems

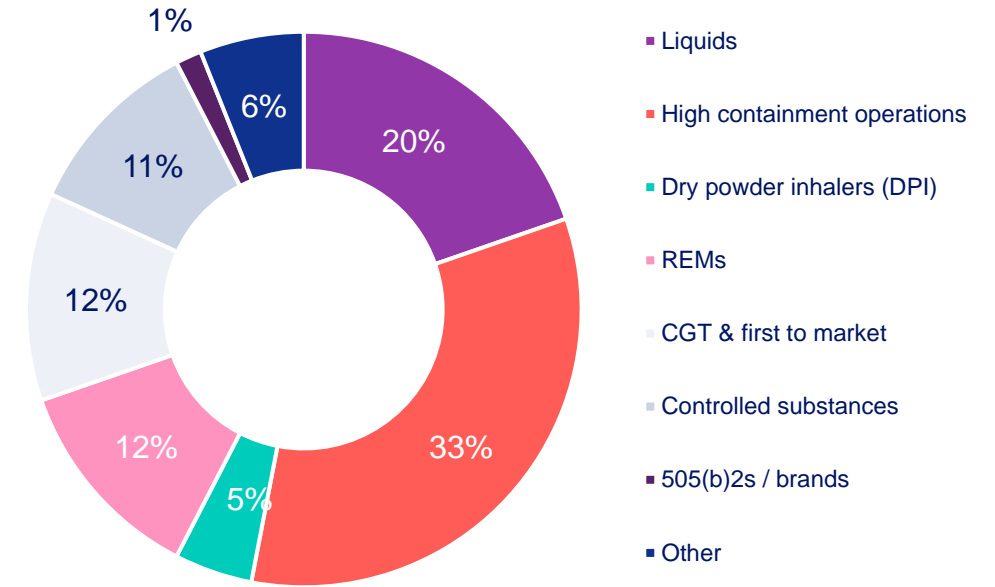


Developing a pipeline of differentiated products to drive increased return on investment

Pipeline of 66 products¹



Pipeline by area of focus¹



¹ Pipeline position at October 2018



Focus is on increasing the number of products in our pipeline

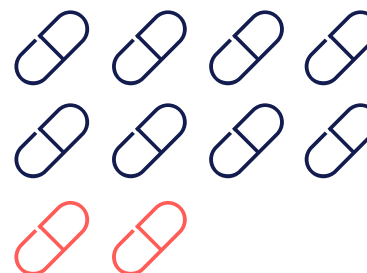
R&D objective

Focus on increasing the number of projects

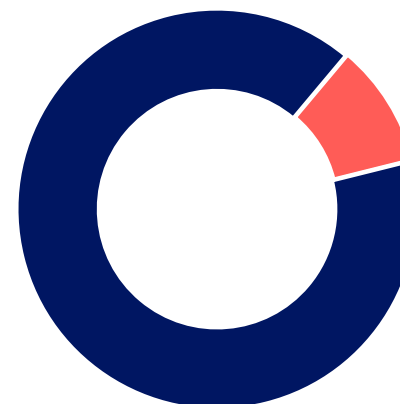
Progress

66 products in the pipeline

Target



8 to 10 launches per year



Targeting 10% of revenue from new launches by 2023



Strengthening our PIV capabilities and taking a more targeted approach

Our disclosed Generics Paragraph IV pipeline

Product	PIV status	Current US market size (\$m) ¹	Product	PIV status	Current US market size (\$m) ¹
Ampyra® Acorda	Won trial ⁴	274	Afinitor® Novartis	Lost trial ⁴	760
Banzel® Eisai	Settled	337	Fetzima® Allergan	Active litigation	111
Noxafil® Merck	Settled	321	Tarceva® Genentech	Settled	309
Thalomid® Celgene	Active litigation	85 ²	Vascepa® Amarin	Active litigation	396
Xtandi® Astellas	Active litigation	978	Xyrem® Jazz	Settled; launch by Jan 2023	1,187 ³
Zortress® Novartis	Won trial ⁴	141	Zytiga® Janssen	Won trial ⁴	1,725

¹ IQVIA US 2018

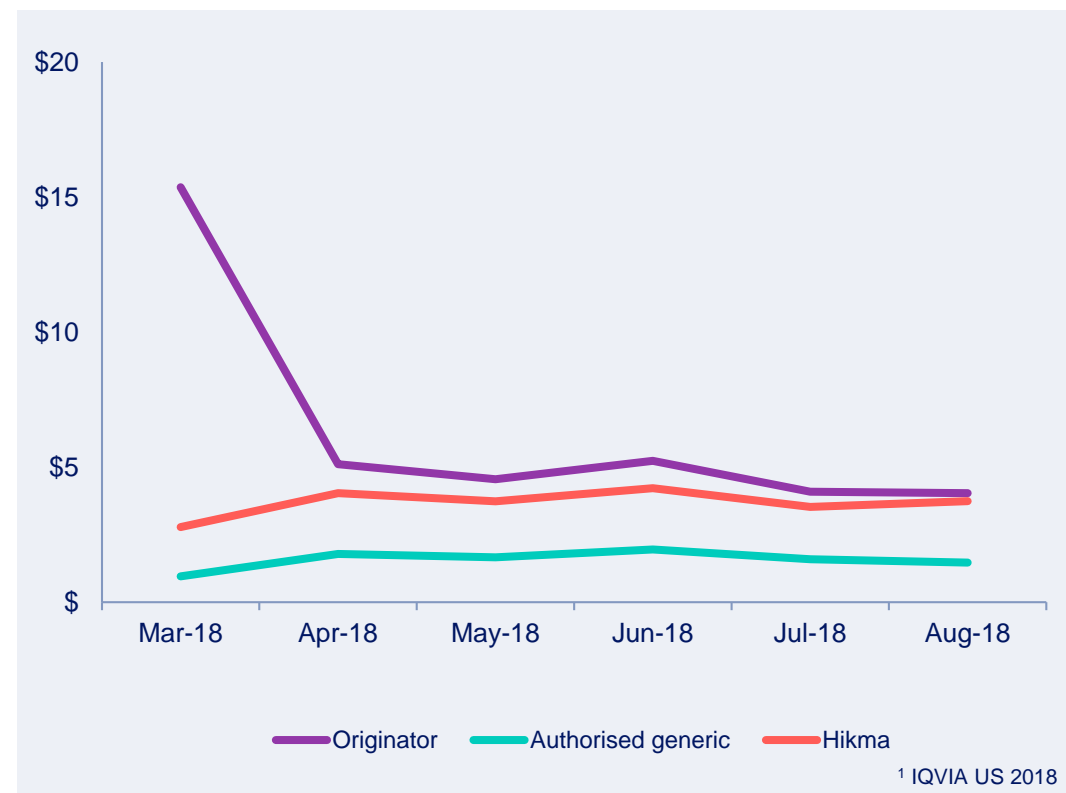
² Hikma estimate based on Celgene's reported Thalomid sales of \$132 million for all markets in 2017. REMs products are not fully captured in IQVIA

³ Hikma estimate based on Jazz's reported Xyrem US sales of \$1,187 million in 2017. REMs products are not fully captured in IQVIA

⁴ Appeals are pending at various stages

Ritonavir sales by month¹

(\$millions)



Strategically investing in higher-value branded product opportunities to drive sustainable growth



Mitigare[®]
(colchicine) 0.6mg capsules

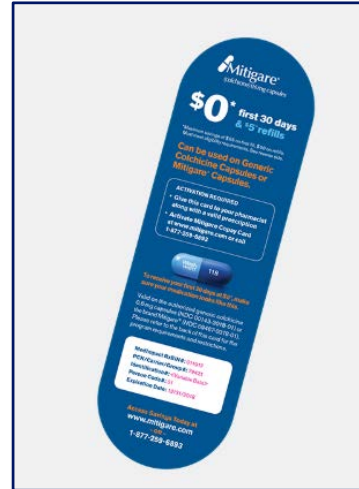
Help protect your patients against gout flares.¹⁻³

Mitigare[®] (Colchicine) 0.6 mg Capsules are an affordable option for your adult patients.

True. Blue. Mitigare.

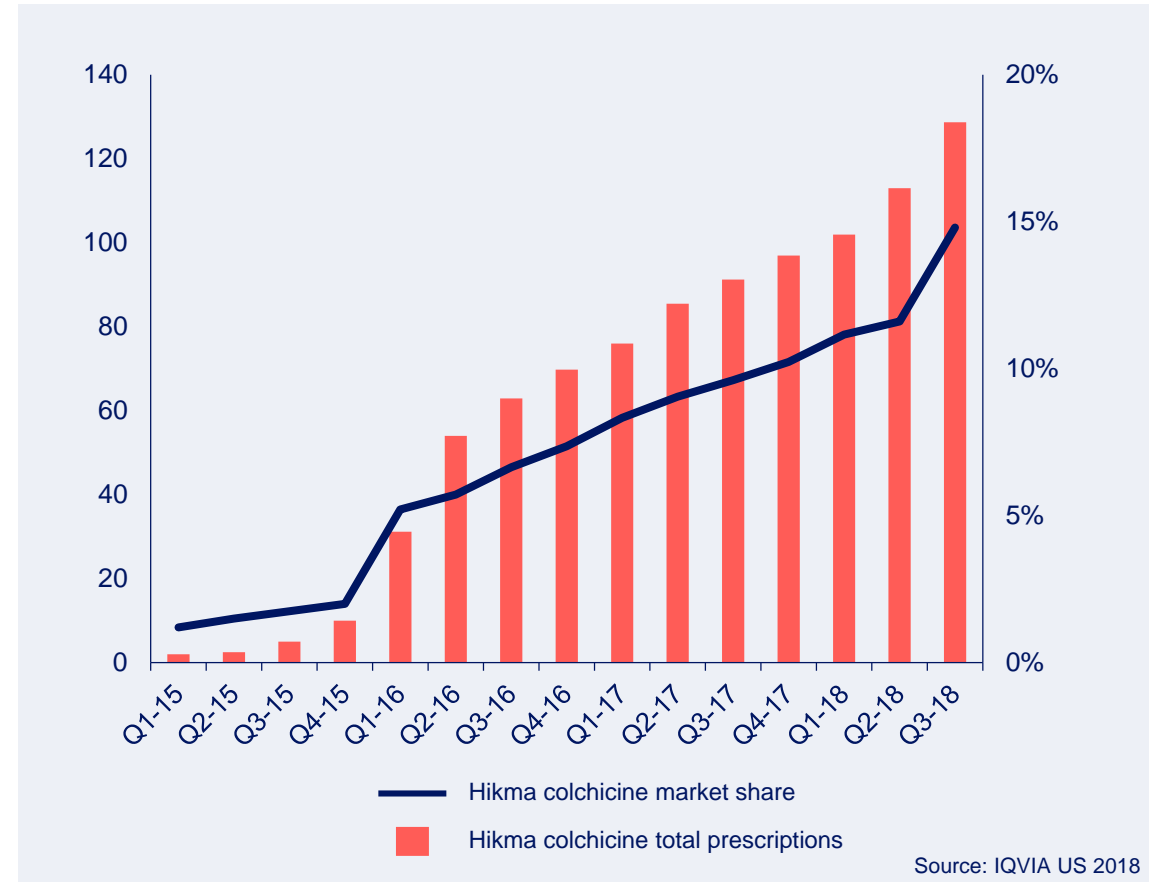
Indication
Mitigare[®] is indicated for prophylaxis of gout flares in adults. The safety and effectiveness of Mitigare[®] for acute treatment of gout flares during prophylaxis have not been studied. Mitigare[®] is not an analgesic medication and should not be used to treat pain from other causes.

Please see Important Safety Information on page 6 and enclosed Full Prescribing Information and Medication Guide.



Mitigare[®]/colchicine US prescriptions

(thousands)



Leveraging our experience to become a leader in the generic respiratory market



Capabilities

- Significant investment in dry powder inhaler (DPI) development and commercial manufacturing capacity
- Extensive in-house respiratory formulation, analytical, and clinical expertise
- Invaluable learnings from FDA interactions, as one of only four companies to file an ANDA for a DPI

Priorities

- Prioritising bringing generic Advair Diskus® to market
- Partnering with Vectura to develop and commercialise their Open, Inhale, Close (OIC) DPI platform



Powder filler

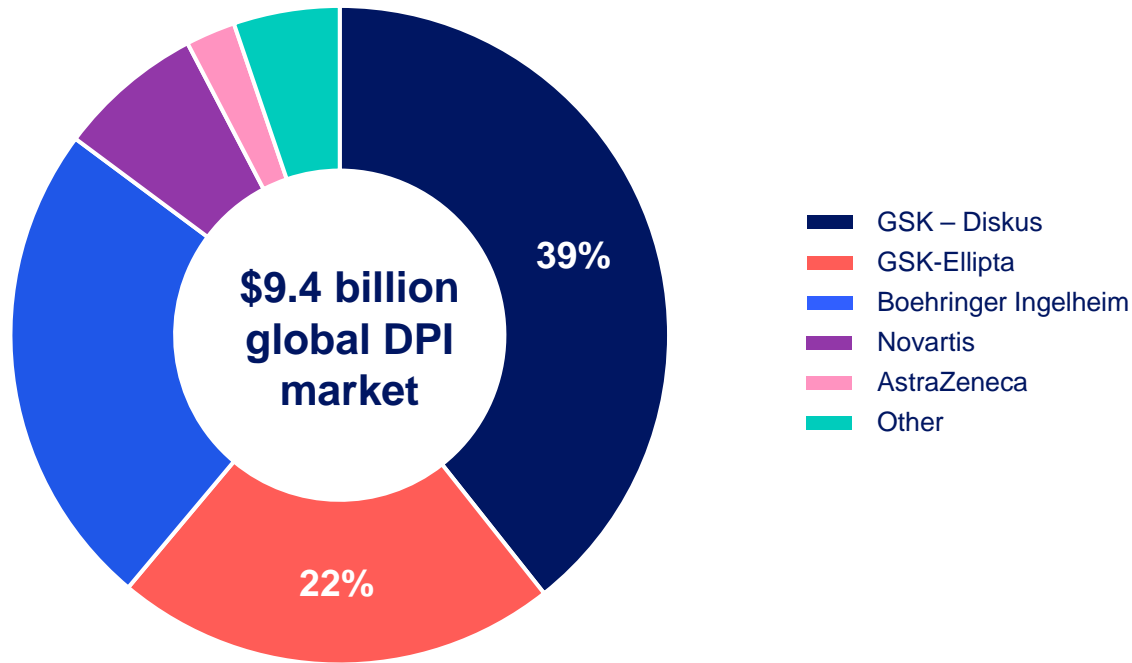
Device assembly system



Partnering with Vectura to develop generic versions of GSK's Ellipta® portfolio



Global DPI sales, 2017¹



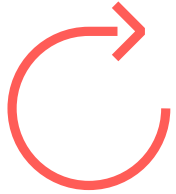
- DPIs account for roughly half of the \$19 billion global branded respiratory market¹
- GSK products accounted for around 60% of global DPI sales in 2017²
 - Diskus® family: \$3.7 billion
 - Ellipta® family: \$2.0 billion
- Ellipta® products are capturing share; projected to grow to \$4 billion in the US by 2024 and \$6 billion globally³
- Investment in DPI platform positions Hikma for both near-term and sustained long-term success

¹ EvaluatePharma consensus

² Internal estimate based on GSK reported sales and IQVIA

³ Global Data, October 2018

Delivering sustainable growth



Successfully turning the business around



Focusing on more differentiated, in-market products



Making good progress with cost reductions and identified areas to deliver more



Rebuilding the pipeline to improve return on investment



Filling pipeline gaps and enhancing capabilities through business development and targeted M&A



Branded

Mazen Darwazah, Executive Vice Chairman & President of MENA

Masoud Abdelmajid, Territory VP, Egypt

Excellent commercial capabilities, a large product portfolio and high-quality manufacturing facilities

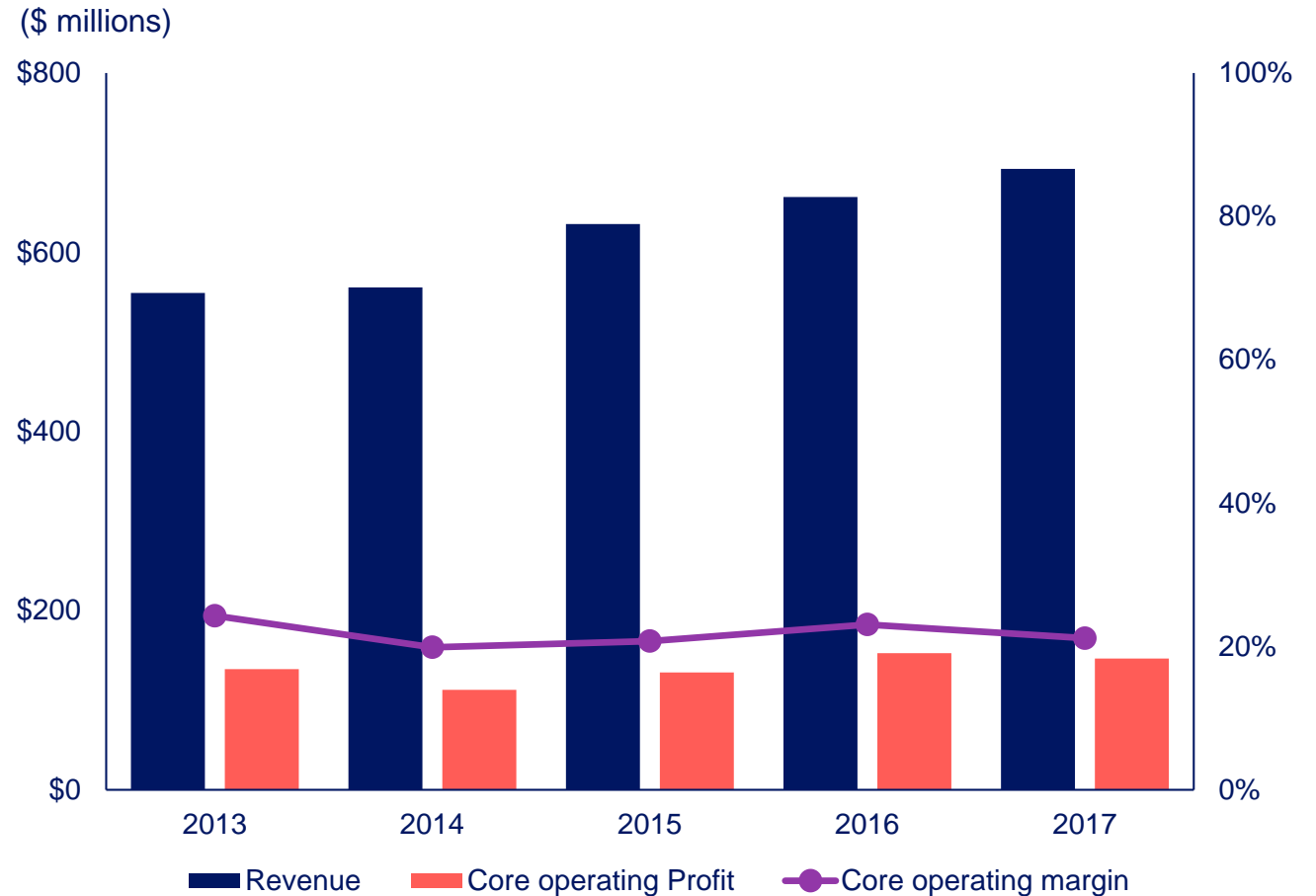
5th largest
pharma
company in
MENA

Manufacturing
facilities in
7 countries

~2,000 sales
representatives

Presence in over
30 markets

Branded financial performance in constant currency¹

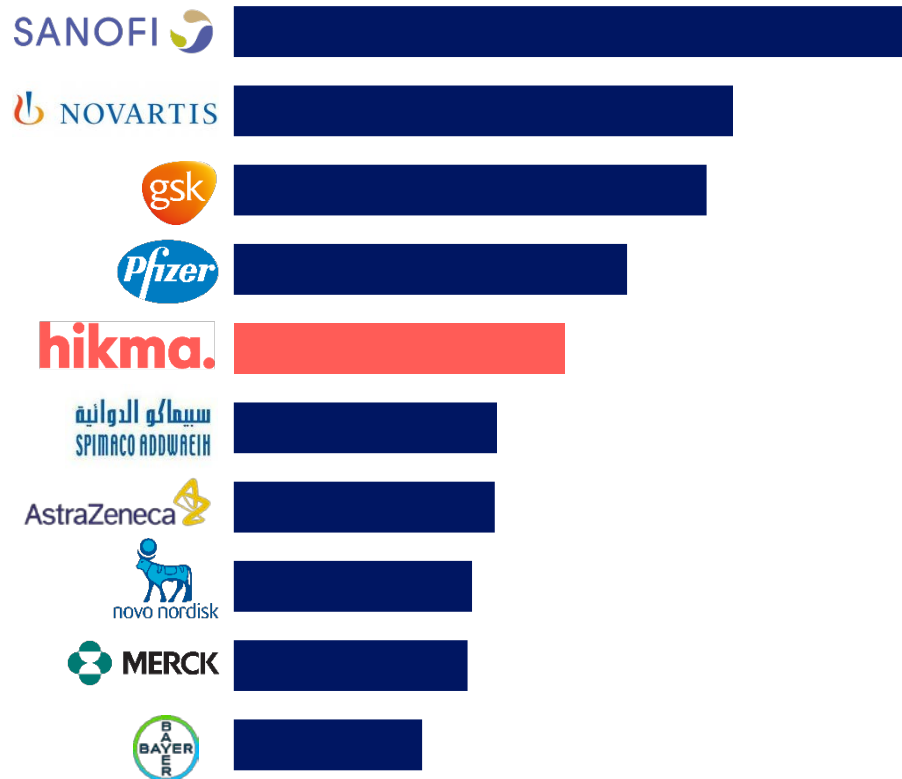


¹ Constant currency numbers represent 2014-2017 numbers re-stated using average exchange rates in 2013, excluding price increases in the business which resulted from the devaluation of currencies

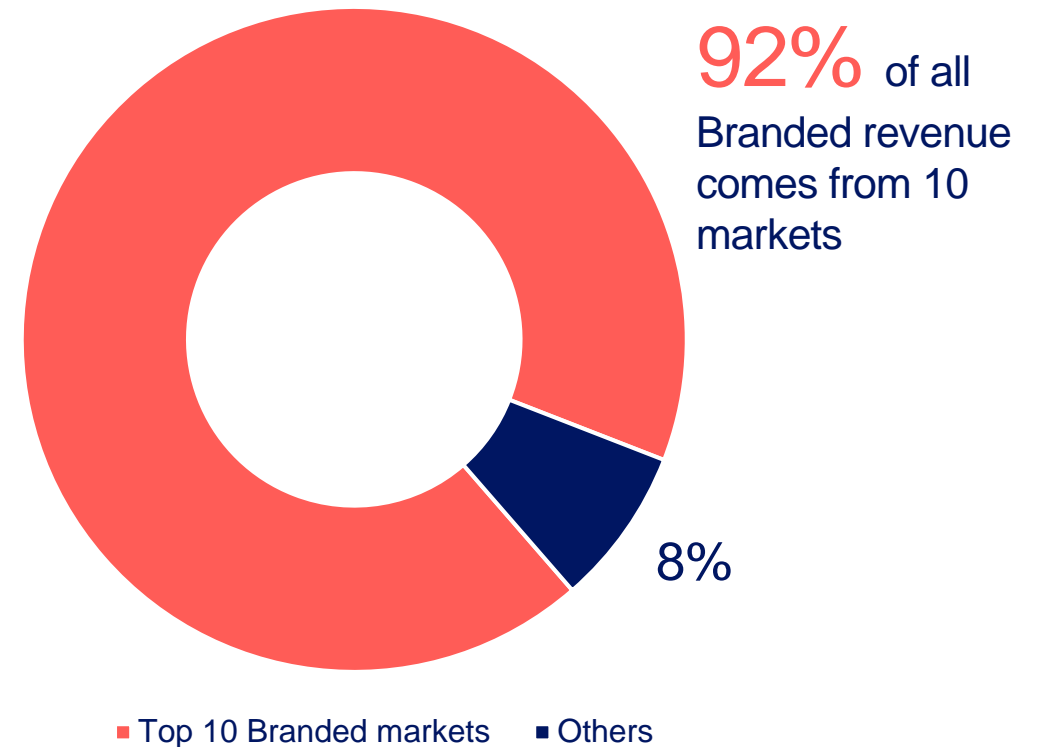
Fifth largest pharmaceutical company in MENA

MENA top 10 pharmaceutical companies by sales¹

(\$ millions)



1H18 Branded revenue contribution



¹ IQVIA local Pharma Index Q3 MAT 2018. Data is only retail pharmacy purchases. It does not include hospital or tender business

Delivering sustainable growth

Focus on the foundation

- Leverage commercial and manufacturing capabilities
- Drive efficiencies and operational excellence
- Focus on key markets



Develop our pipeline

- Focus on key opportunities
- Prioritise key markets and therapeutic areas

Leverage partnerships and M&A

- Strengthen position in core markets
- Enhance pipeline through partnerships and acquisitions



Leveraging our new brand to deliver a unified message across MENA

Before 2018



2018 and going forward

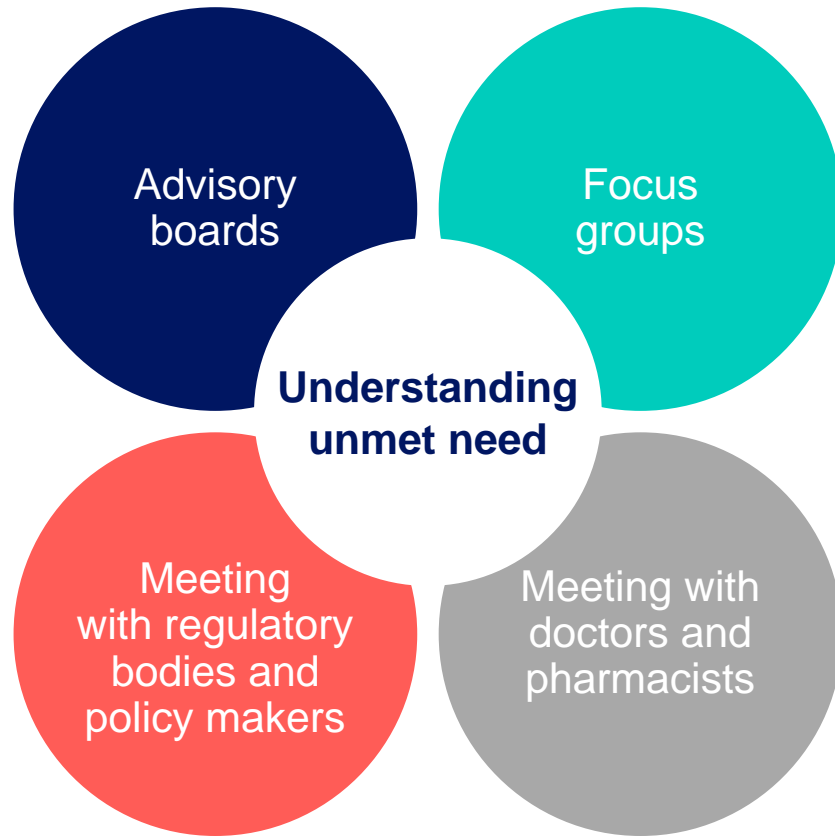


hikma.



Developing a unique offering to increase engagement with stakeholders across MENA

Developing a tailored approach



Commitment to education

- To advance scientific awareness in MENA, Hikma hosted a forum in partnership with the Department of Leukemia at the University of Texas MD Anderson Cancer Centre
- More than 100 cancer specialists attended from across the region





Launching differentiated products to deliver affordable solutions for patients

Major challenges for multiple sclerosis care in MENA

- Rising prevalence
- Lack of education and resources for medical community
- Limited public awareness and patient support

Hikma's launch of Sclera

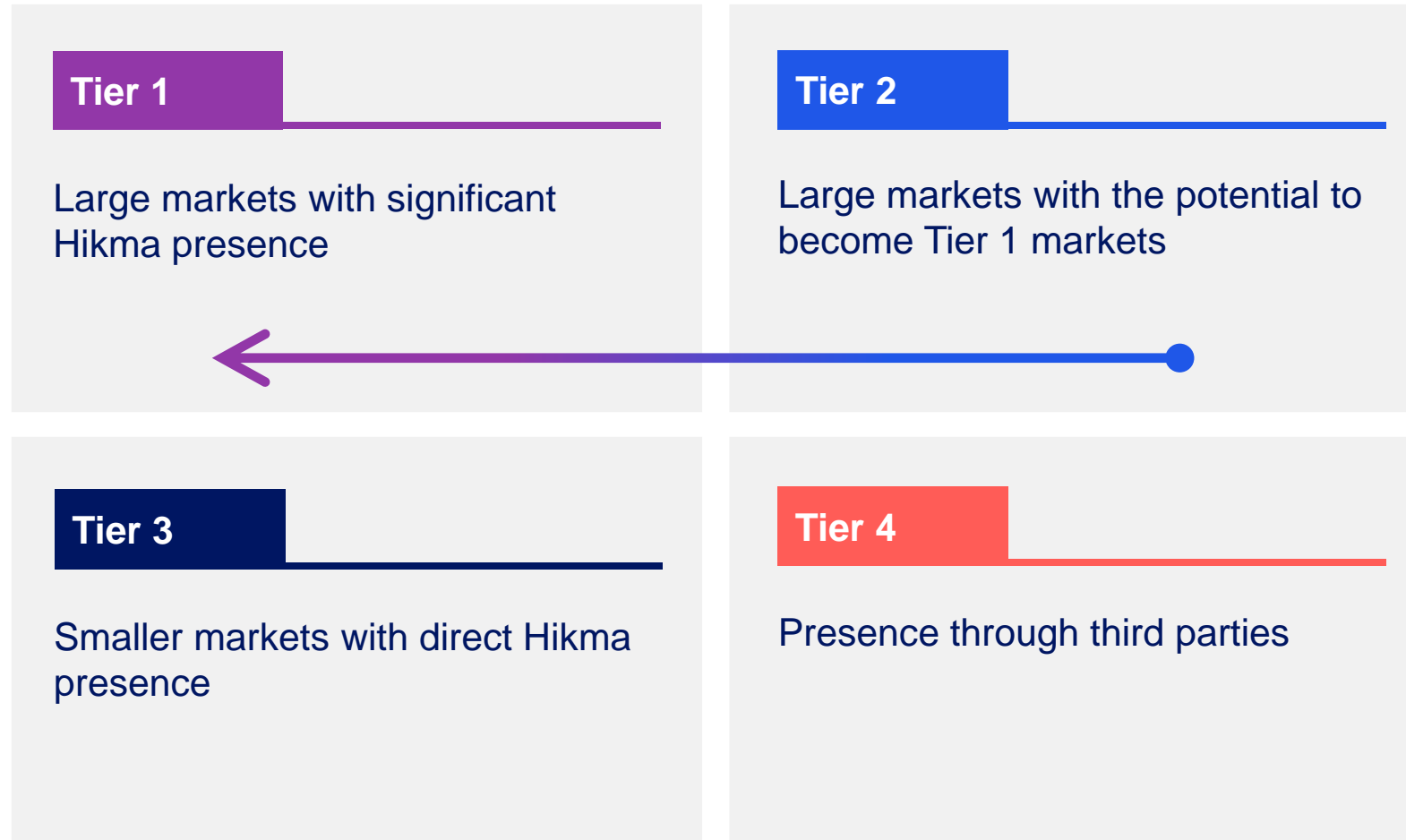
- Hikma launched Sclera in Jordan, August 2018 – first product on the market
- Prior to product launch held Advisory Board meetings and lectures to increase MS awareness
- Ongoing program to support doctors, nurses and patients
- Launching in most MENA markets over next 18 months



Adopting a focused approach to markets, aligning resources with size of opportunity



Market prioritisation



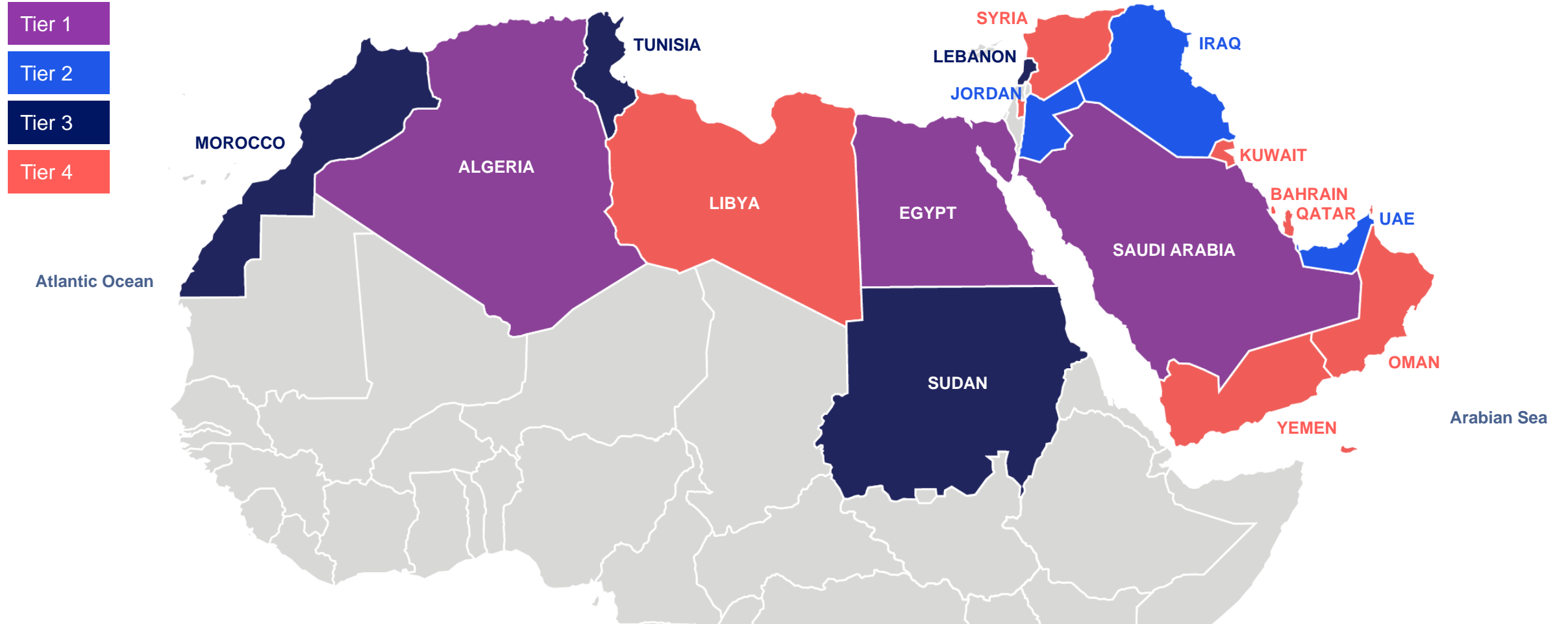
Criteria for selecting markets

- Market size
- Demographics
- Growth potential
- Risk profile
- Hikma's market position and competitive advantage



Maintaining our MENA-wide coverage while prioritising largest opportunities

Market prioritisation





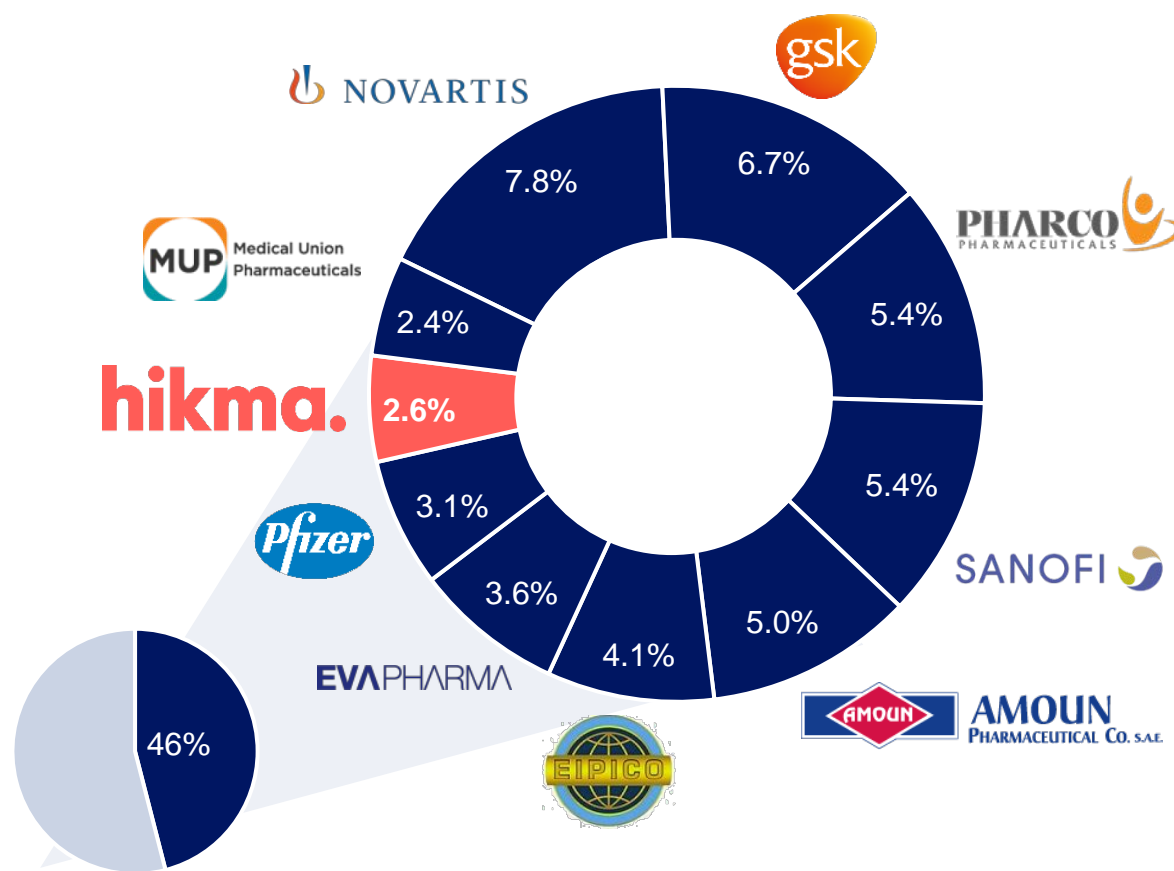
Building upon strong foundation to become a market leader in Egypt

Tier 1 Market – Egypt¹

Total market size of **\$3.0 billion**

Hikma is **9th** largest player with a market share of **2.6%**

Top 10 manufacturers make up **46%** of the total market



Hikma's growth strategy

- Drive demand for existing broad product portfolio
- Launch new products from pipeline and through partnerships
- Consider acquisitions

¹ IQVIA local Pharma Index Q3 MAT 2018. The data is only retail pharmacy purchases. It does not include hospital or tender business



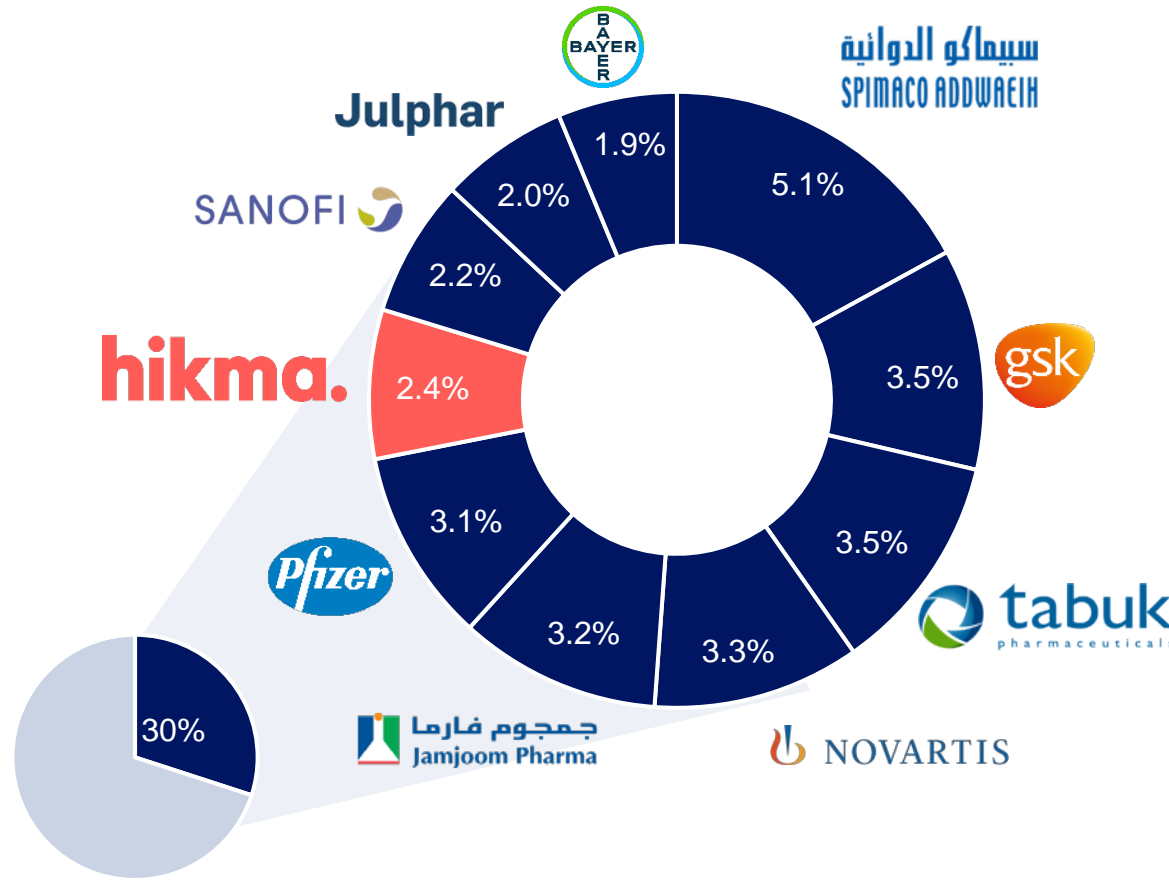
Well positioned in Saudi Arabia to capture larger share of market

Tier 1 Market – Kingdom of Saudi Arabia¹

Total market size of **\$3.6 billion**

Hikma is **7th** largest player with a market share of **2.4%**

Top 10 manufacturers make up **30%** of the total market



Hikma’s growth strategy

- Align business with government’s new reimbursement program
- Greater control of supply chain
- Invest in consumer healthcare business

¹ IQVIA local Pharma Index Q3 MAT 2018. The data is only retail pharmacy purchases. It does not include hospital or tender business



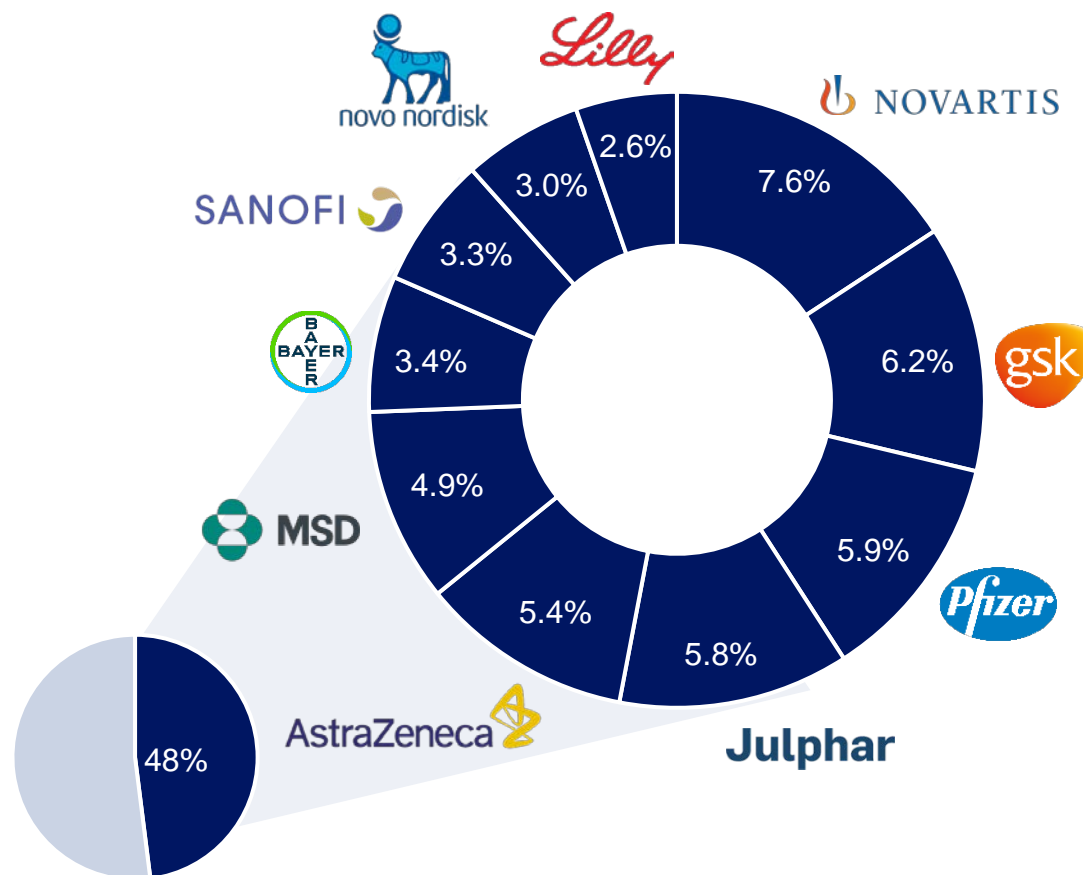
Leveraging partnership with local manufacturer to grow our position in UAE

Tier 2 Market – United Arab Emirates¹

Total market size of **\$2.2 billion**

Hikma is **16th** largest player with a market share of **1.9%**

Top 10 manufacturers make up **48%** of the total market



Hikma's growth strategy

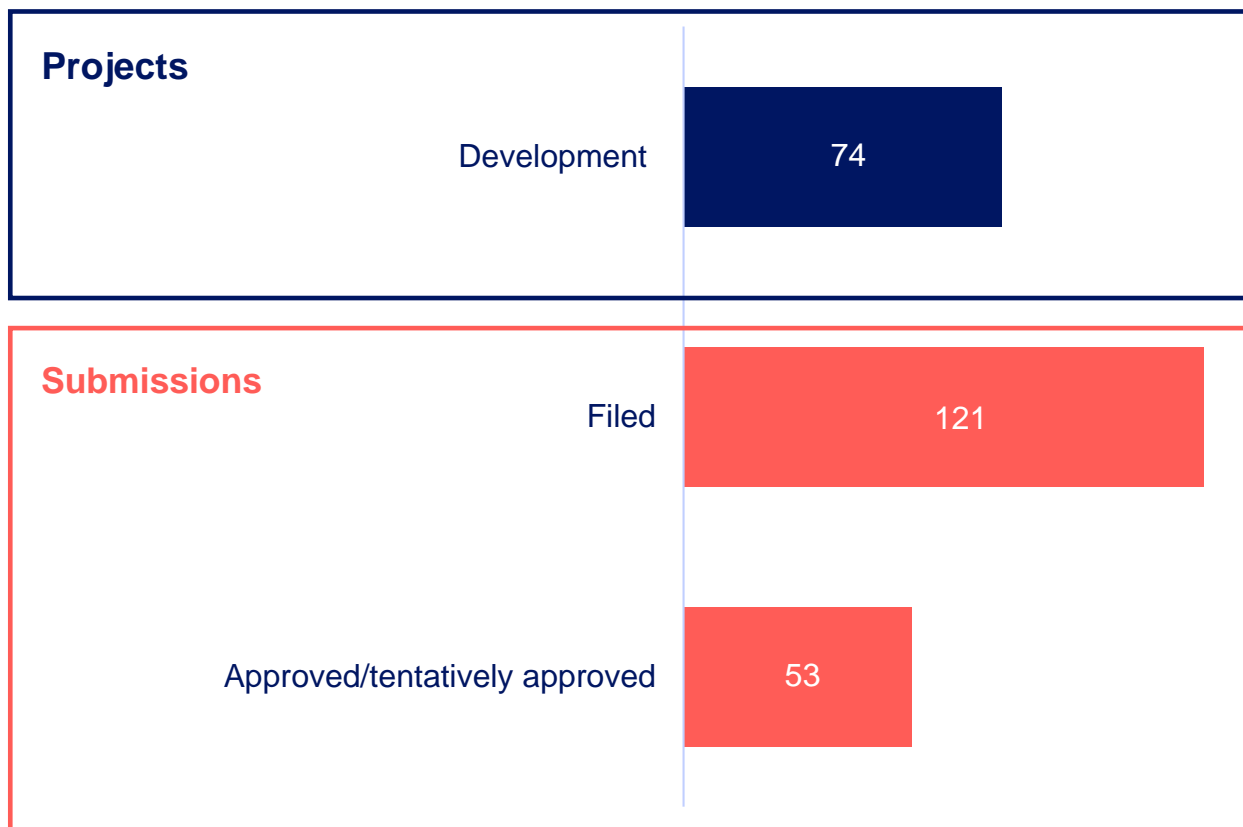
- Leverage local manufacturing
- Focus on successful launch of Takeda products
- Invest in consumer healthcare business

¹ IQVIA local Pharma Index Q3 MAT 2018. The data is only retail pharmacy purchases. It does not include hospital or tender business



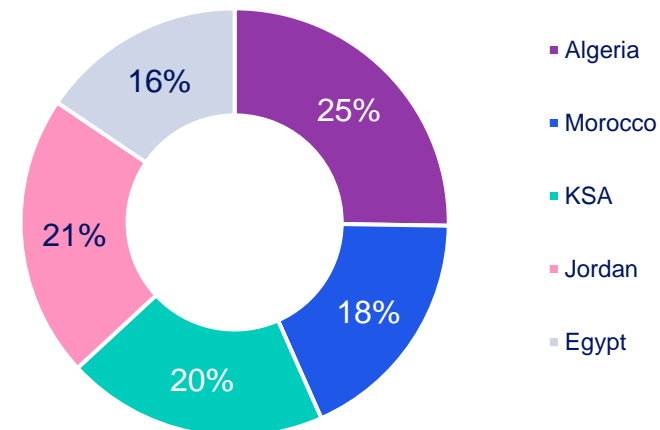
Focusing R&D efforts on key markets and therapeutic areas

Top 5 markets pipeline of 248 products^{1,2}

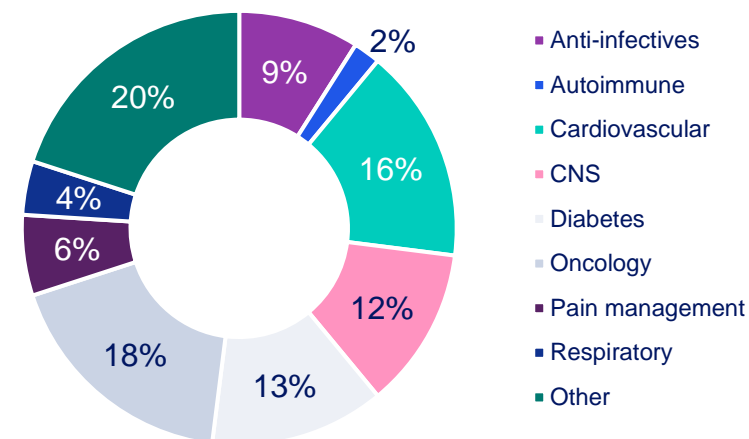


¹ Number of molecules by country
² Pipeline position at October 2018

Pipeline by market²



Pipeline by key therapeutic area²



Prioritising key opportunities to deliver growth



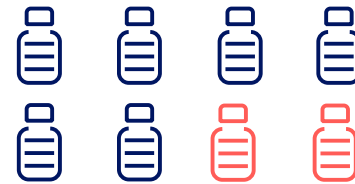
R&D objective

Prioritising products to maximise launch potential

Progress

248 products in the pipeline

Target



6 to 8 launches per Tier 1 and Tier 2 markets per year

Maintaining our position as 'partner of choice' in MENA



Partnerships with
 > 50 companies,
 licensing >85 products

Revenue from in-licensed
 products represents
 ~ 40% of Branded revenue

Delivering sustainable growth

Leverage Hikma's differentiated position in the region



Focus on key opportunities – markets, products and acquisitions



Continue to **build** upon history of successful partnerships



Finance



Khalid Nabils, Chief Financial Officer

Delivered strong Group performance in 1H18 and positive outlook for the full year

Injectables



- Revenue: **\$825 - \$850 million**, from \$775 - \$825 million
- Core operating margin: **39% - 40%**, from mid to high 30s

Generics



- Revenue: **\$675 - \$700 million**, from \$600 - \$650 million
- Core operating margin: **low-teens**, from mid to high single digits

Branded



- Revenue growth in constant currency: **mid-single digits**

Net finance expense



- Net finance expense: **~\$52 million**, from ~\$55 million

Capital expenditure








- Capital expenditure: **\$110 - \$120 million**, from \$120 - 140 million

Tax



- Effective tax rate: **21% - 22%**

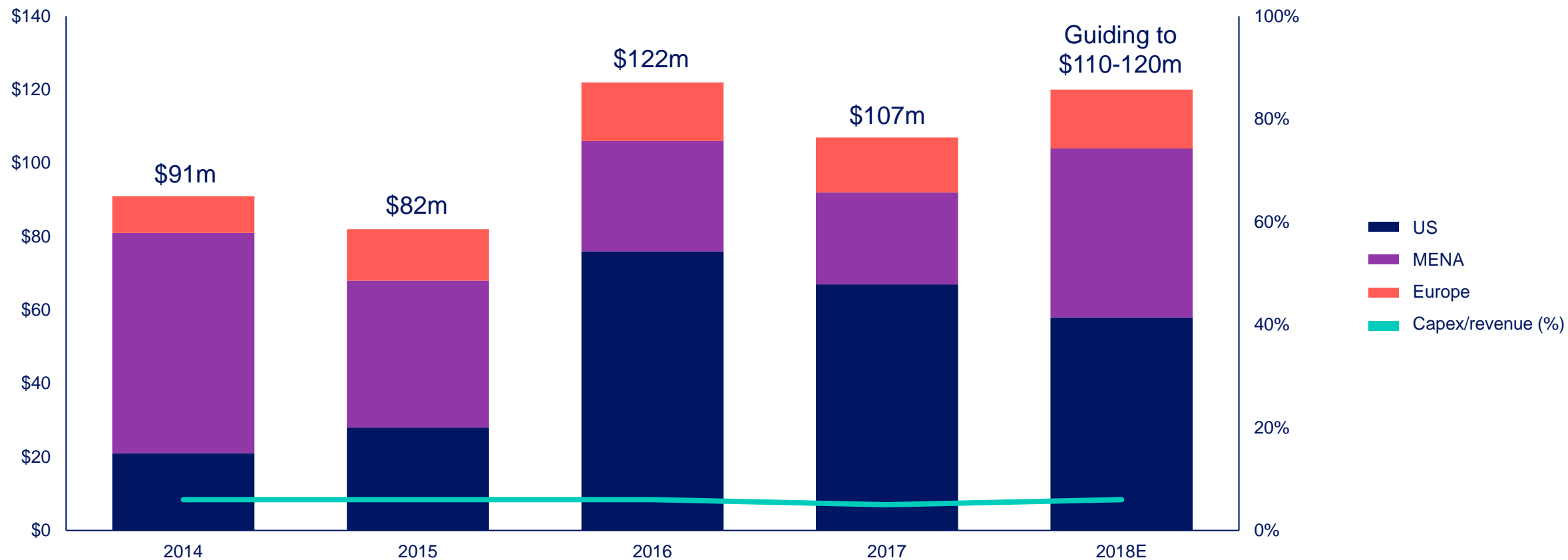
Key moving parts that could influence Group performance in 2019

		Potential 2019 performance variables	
Base case		 Potential positive factors	 Potential negative factors
Injectables 	<ul style="list-style-type: none"> • Mid-single digit price erosion • 15-20 new product launches in the US • Growth in Europe and MENA 	<ul style="list-style-type: none"> • Continued supply disruptions in the US injectables market • Stronger performance from new product launches 	<ul style="list-style-type: none"> • Increased competition on in-market products • US DEA quota constraints for opioid API
Generics 	<ul style="list-style-type: none"> • High-single digit price erosion • 8-10 new product launches • Cost savings from facility consolidation, capacity optimisation and process improvements 	<ul style="list-style-type: none"> • Lower price erosion • US market supply disruptions 	<ul style="list-style-type: none"> • Increased competition on in-market products • Further customer consolidation/ more stringent contract terms
Branded 	<ul style="list-style-type: none"> • Strong growth in Tier 1 markets • 6-8 new product launches in each key market 	<ul style="list-style-type: none"> • Cost reductions through market prioritisation • Stronger performance from new product launches 	<ul style="list-style-type: none"> • Currency depreciation against the US dollar • Increased protectionism and/or changes in regulation

Continuing to invest in the maintenance, upgrade and expansion of our facilities across the Group

Capex by region

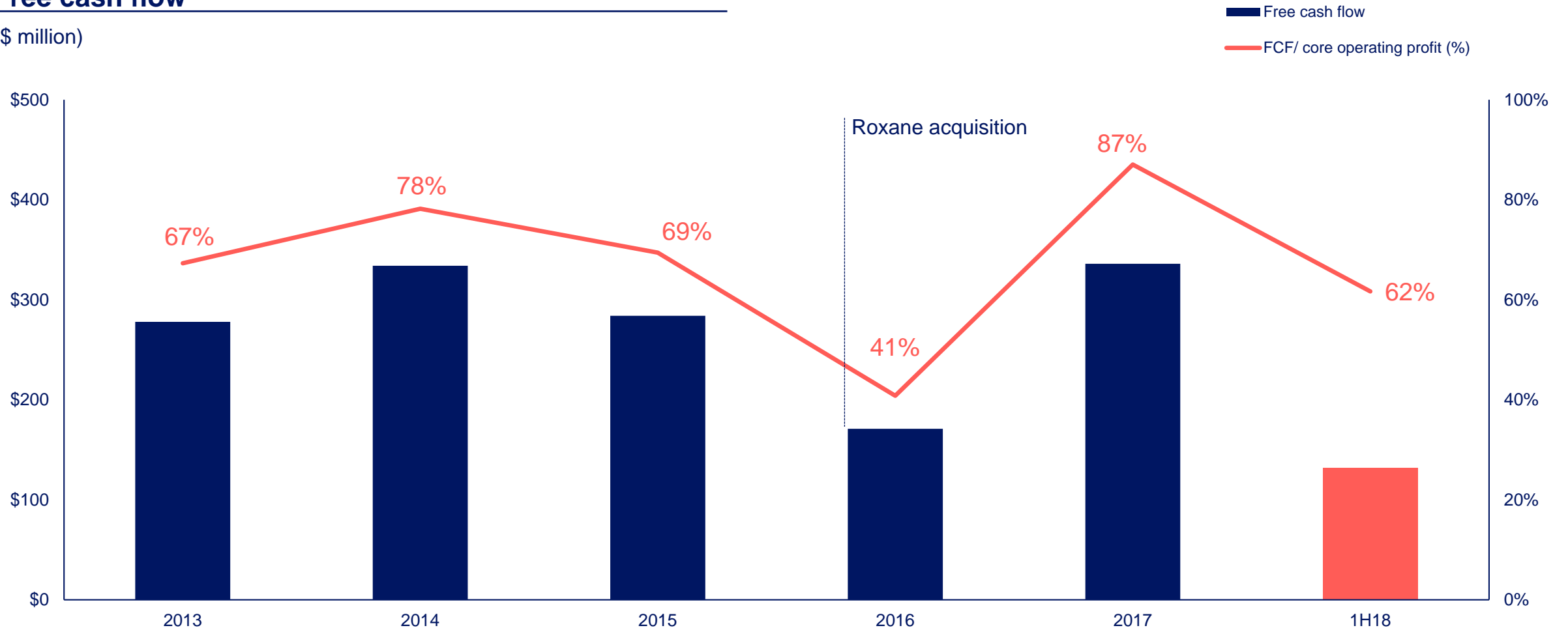
(\$ million)



Long track record of strong cash flow generation

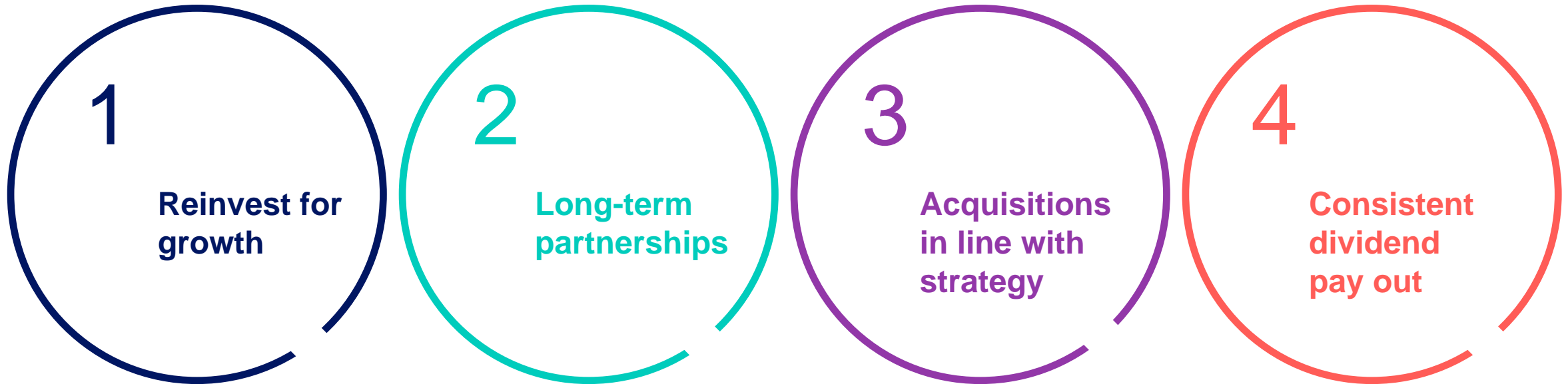
Free cash flow¹

(\$ million)



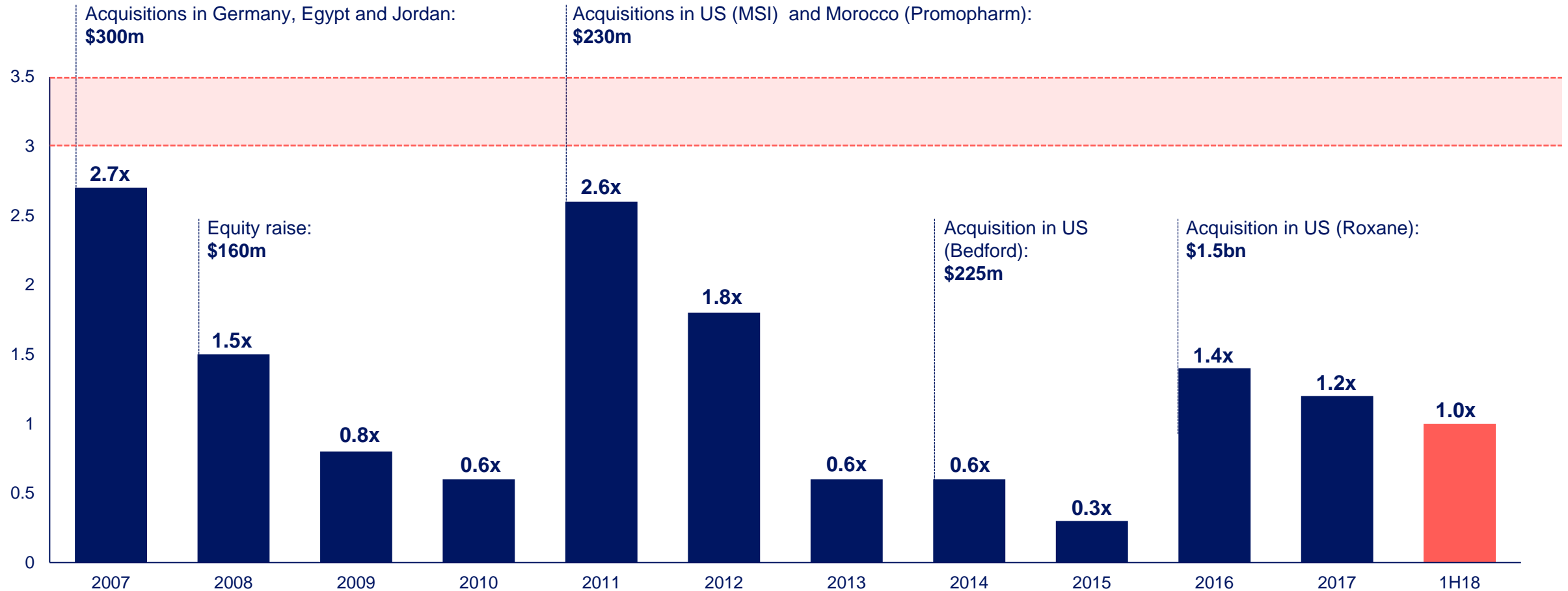
¹ Free cash flow is defined as operating cash flow less capex

Our capital allocation priorities



Strong balance sheet and low leverage will support future growth

Net debt/ EBITDA leverage ratio



Strategic outlook

Siggi Olafsson, Chief Executive Officer

Growth targets over the medium term



Injectables

- Mid to high single digit top line growth
- Expect margins to normalise in the low to mid 30s



Generics

- Focusing on profitability
- Targeting to achieve gross margin above 40% and operating margin in the mid-teens






Branded

- Targeting to accelerate revenue growth
- Focusing on improving profitability

Executing our pipeline strategy is critical for our success

Products in our pipeline and expected launches

	 Injectables	 Generics	 Branded
Total pipeline	119	66	248 ¹
2019 launches	15-20	8-10	6-8²
Medium-term target	10-15	8-10	6-8²

¹Total pipeline for top 5 markets

²Launches expected in each of our top 5 markets

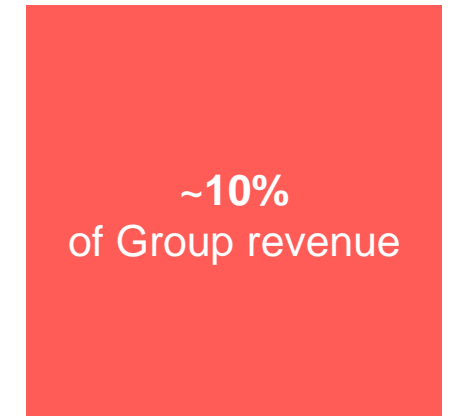
R&D spend and target ROI



R&D spend



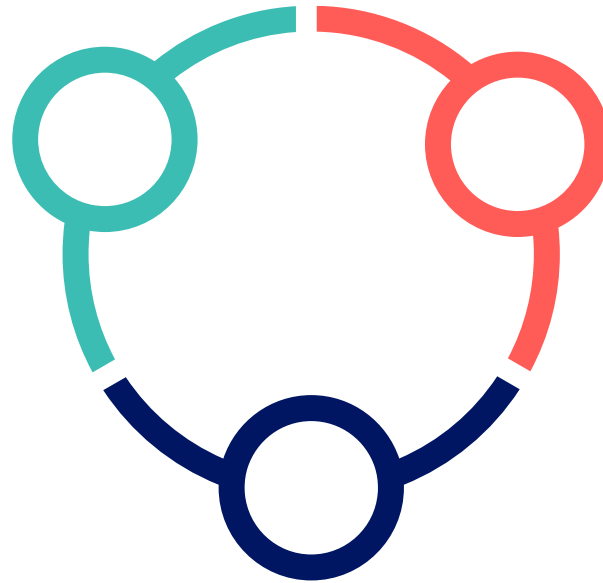
Revenue from
new launches



5 year target

Delivering sustainable growth

Focus on the foundation



Develop our pipeline

Leverage partnerships and M&A

hikma.

Better health. Within Reach. Everyday.