

Better health.
Within reach.
Every day.



Meet the Management Series - Injectables

March 2021

hikma.

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Agenda and speakers

2:05 –2:10pm	Welcome	Siggi Olafsson
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2:10 –2:20pm	Injectables overview	Riad Mishlawi
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2:20 –2:30pm	Operations	Frank Savastano
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2:30 –2:40pm	US commercial	Joel Rosenstack
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2:40 –2:45pm	Wrap up	Riad Mishlawi
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2:45 –3:30pm	Q&A	All speakers



Siggi Olafsson
CEO



Riad Mishlawi
President of
Injectables

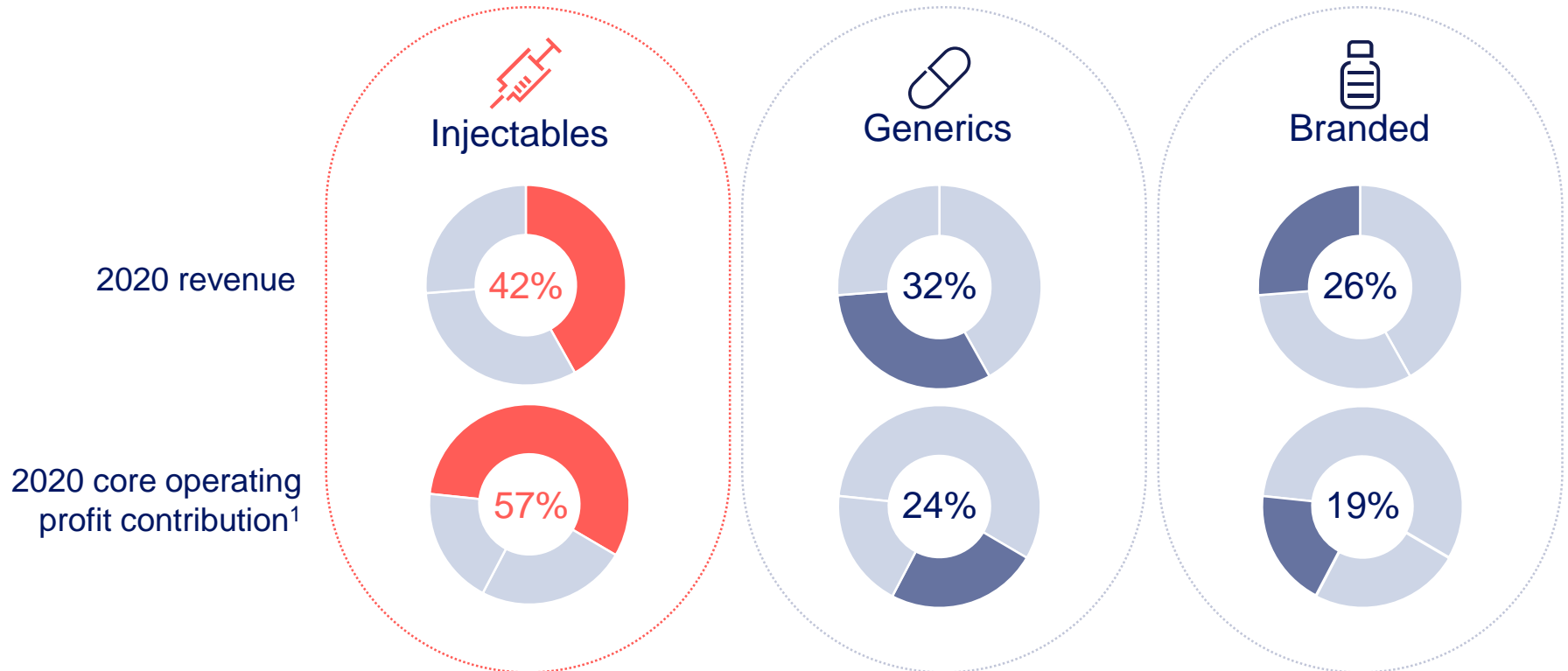


Frank Savastano
SVP &
General Manager



Joel Rosenstack
Chief Commercial Officer
– US Injectables

Injectables - Our largest business segment



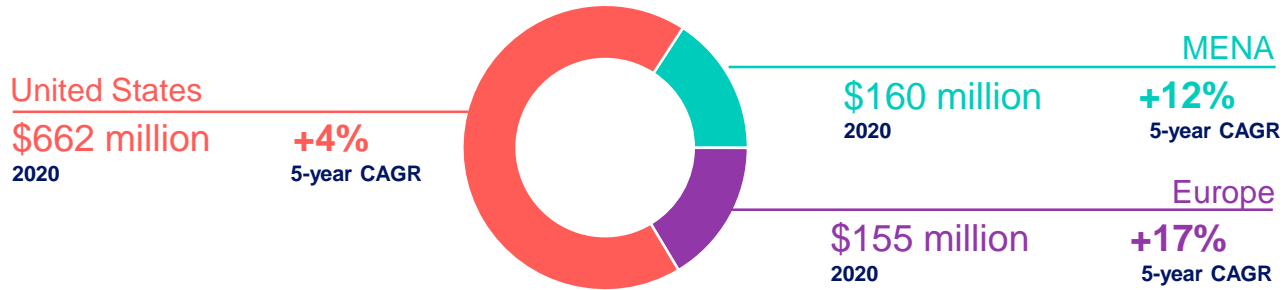
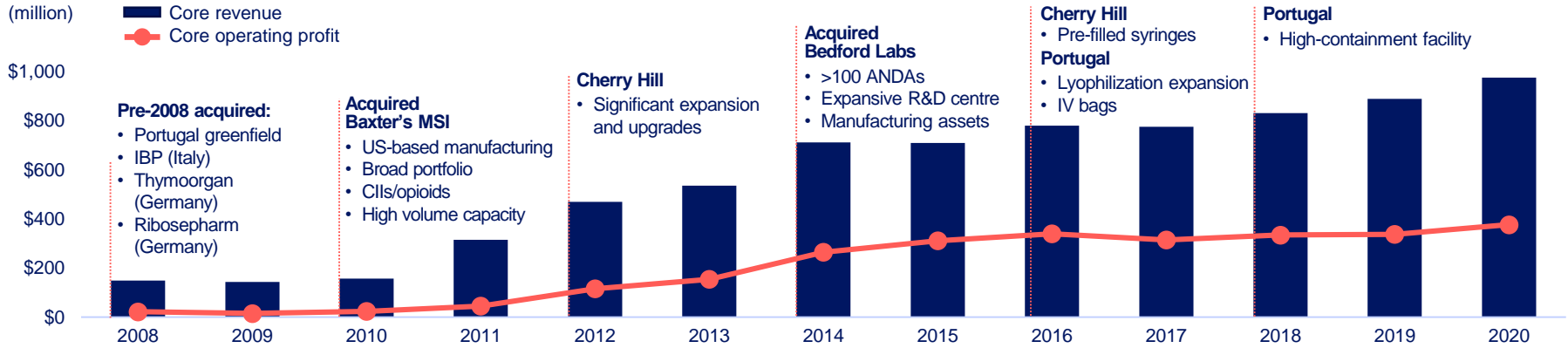
¹ Core operating profit is \$566 million. Before unallocated corporate costs of \$98 million and operating profit from Other business of zero, core operating profit contribution from business segments is \$664 million

Global Injectables

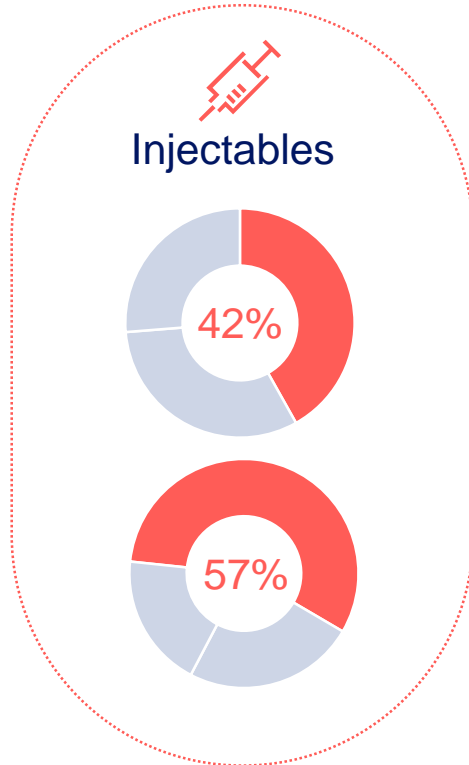
Riad Mishlawi, President of Injectables



Successful expansion driven by organic growth and M&A



Our Injectables business today



Revenue grew at CAGR of 20% since acquisition of Baxter's MSI in 2010



Top 3 generic Injectables manufacturer in the US



5 manufacturing sites around the world



3 core geographies

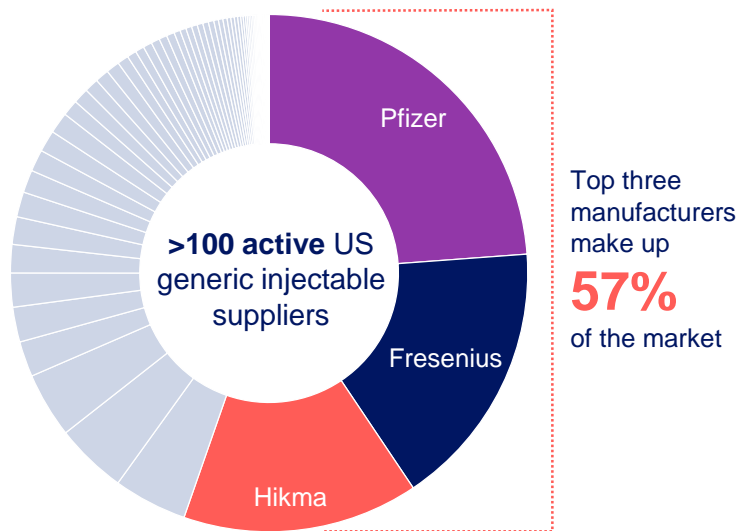


1 billion units of annual Injectables manufacturing capacity

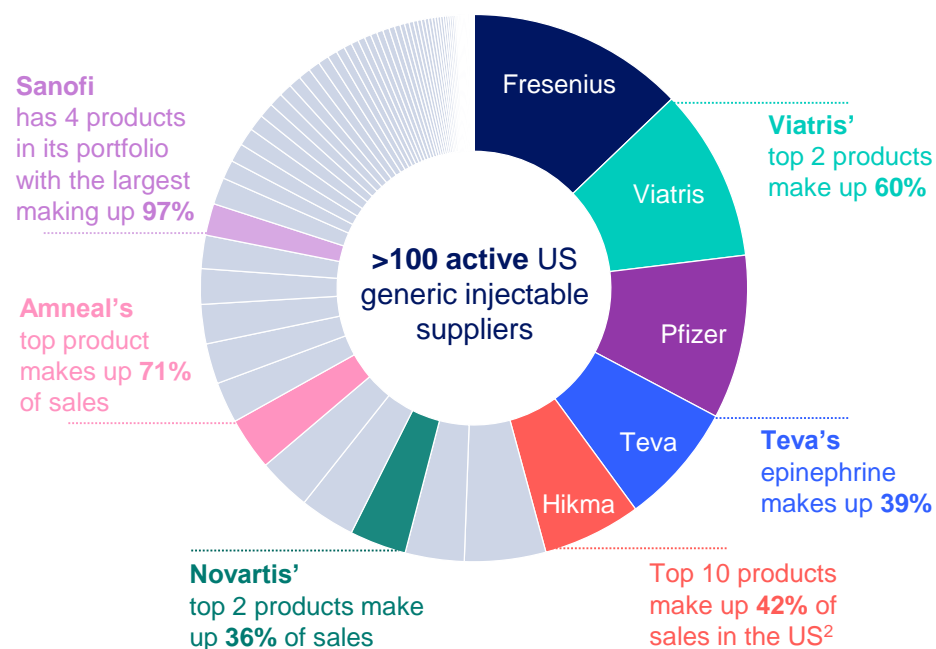
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Hikma Pharmaceuticals PLC

A top supplier in the competitive US market

US generic injectables market share by volume¹



US generic injectables market share by sales¹

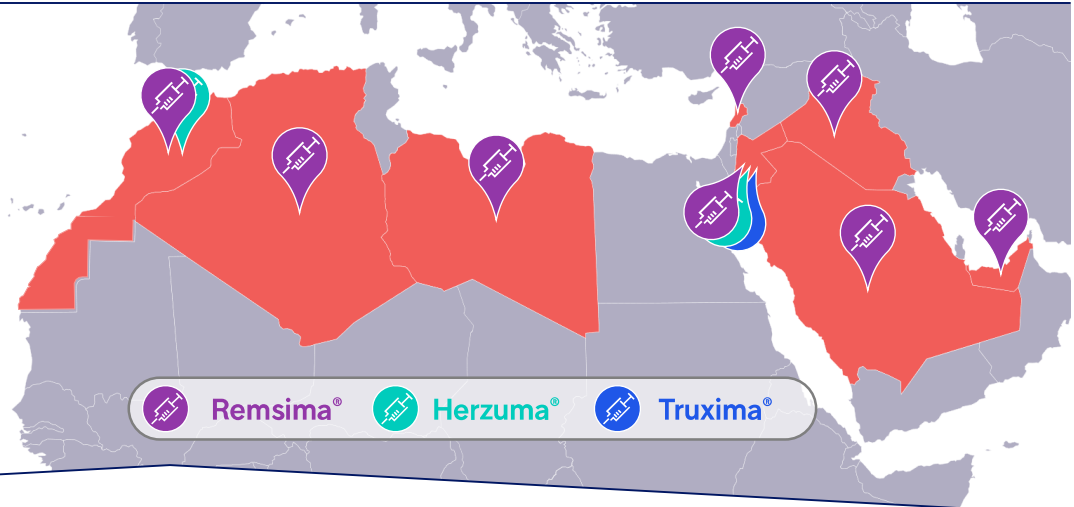
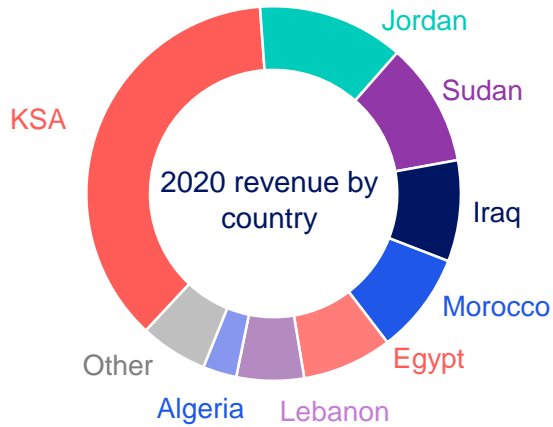


¹ IQVIA FY 2020, Gx only. Excludes Grifols, Henry Schein and Becton-Dickinson

² Based on actual revenues

Higher-value products driving growth in MENA

MENA markets



MENA highlights

- Broad portfolio of 110 products
- Significant sales force - launching new products across markets through virtual marketing activities
- Partner of choice for licensing in MENA
- Leverages EU manufacturing facilities

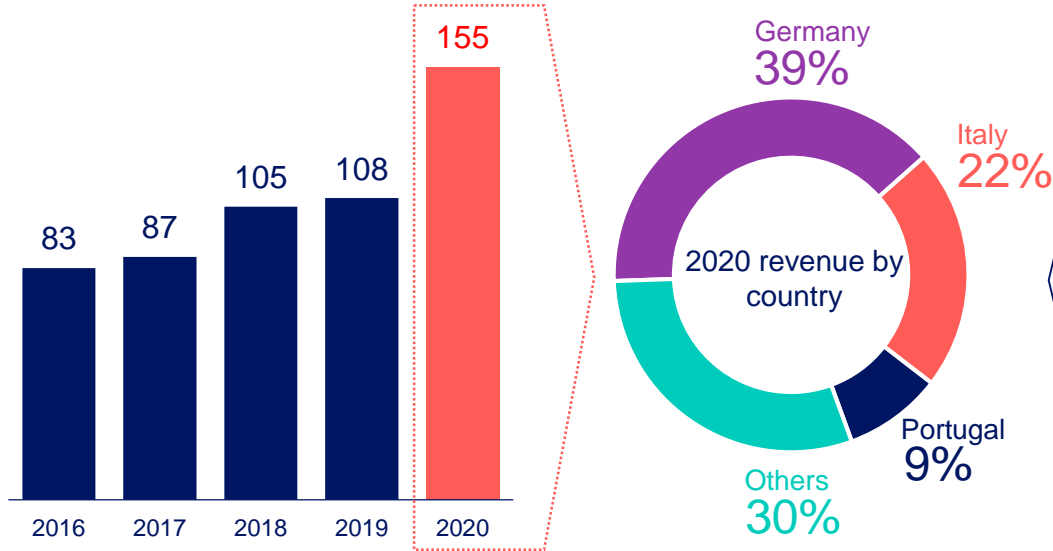
Strategic priorities

- Strengthening local presence
- Expanding biosimilar reach
- Focusing on in-house development of more complex products

A strong foothold in Europe and expanding portfolio into new markets

Hikma's Europe Injectables revenue

(\$million)



Europe highlights

- Broad product portfolio of 88 products
- Strong local manufacturing in Portugal, Germany and Italy supporting increased contract manufacturing opportunities

Strategic priorities

- Launching new products across markets
- Expanding into new markets including France, Spain and other select markets – **filed 34 molecules across markets**
- Strengthening our portfolio through partnerships

Our strategic priorities for delivering sustainable growth



Grow portfolio in the US and diversify customer base



Develop more complex products and increase number of submissions year on year



Add capabilities and new technologies and fill pipeline gaps through partnerships



Expand geographic reach



Identify and pursue **adjacent business opportunities**

Operations

Frank Savastano, SVP & General Manager



Our extensive manufacturing capabilities and geographic footprint



	US	Portugal	Italy	Germany	Egypt	
Drug delivery systems	Prefilled syringe	✓	✗	✗	✗	
	IV bags	✗	✓	✗	✗	
	Lyophilised	✗	✓	✓	✓	
	Large parenteral	✓	✓	✗	✗	
	Small parenteral	✓	✓	✓	✓	
Specialised products	Cytotoxic/high containment	✗	✓	✗	✓	
	Emulsion	✓	✗	✗	✗	
	Cephalosporins	✗	✓	✗	✗	
	Controlled substances	✓	✓	✗	✗	
Hikma Pharmaceuticals PLC	Markets serviced	US	US, MENA, EU	EU, MENA	US, EU, MENA	MENA

Diverse manufacturing capabilities support our broad portfolio

Our differentiated capabilities & state of the art technology...

Drug delivery systems

- Prefilled syringes
- Sterile bags
- Lyophilised products
- Powder filling
- Ampoules
- Vials

Specialised products

- Antibiotics and hormones
- Controlled substances
- Cytotoxic
- Emulsion
- Cephalosporins



Continued investment in capacity and capabilities underpins our strategy

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...investing in capacity and expanding our capabilities...

Near and long-term investments underway:

- Increased capacity
- Increased automation
- Additional capabilities, including suspensions

**\$30 million -
\$40 million**

average annual
capex spend on
EU and US
plants



Our quality track record differentiates us from our peers

Our differentiated capabilities & state of the art technology...

Drug delivery systems

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Specialised products

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...our focus on quality, efficiency and flexibility...

- Successful EMA and FDA inspections
- Increased batch sizes on several products
- Reduced fill-to-release cycle time
- New automated inspection and packaging equipment
- Increased safety stock on key products and API

A partner of choice for customers across our markets

Our differentiated capabilities & state of the art technology...

Drug delivery systems

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Best in class operations

- ✓ Capabilities
- ✓ Capacity
- ✓ Quality
- ✓ Efficiency
- ✓ Flexibility

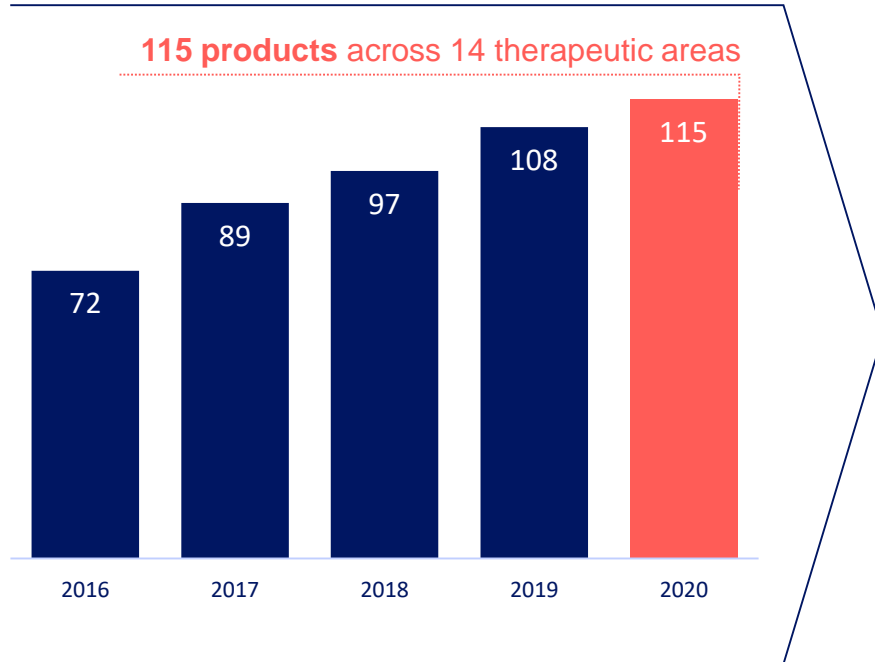
US commercial

Joel Rosenstack, Chief Commercial Officer – US Injectables

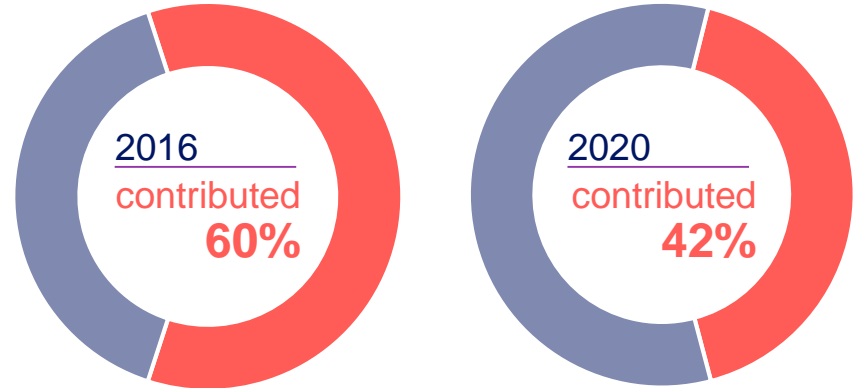


Benefitting from a broad and diversified portfolio in the US

Ongoing expansion of our US injectables portfolio

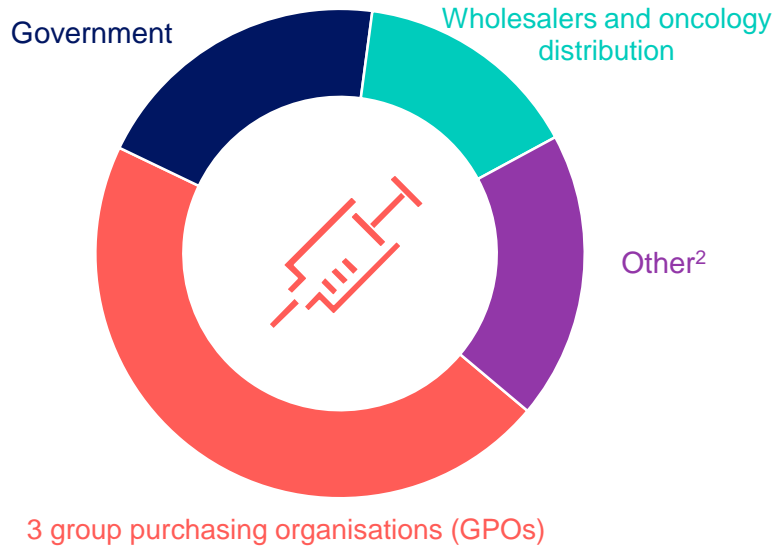


US Injectables core revenue from top 10 products



Our evolving customer base

Key US injectable customer segments¹



¹ Hikma internal analysis

² Includes Compounding, Integrated Delivery Networks and Shortage Prevention Agreements

Evolving customer landscape

Shortage Prevention Agreements

Partnering with customers including Civica Rx, Vizient and Premier to help reduce drug shortages

Compounders

Partnering with compounders to meet patients needs

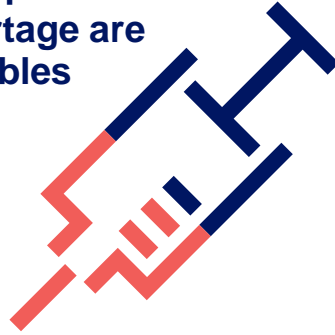
Integrated Delivery Networks (IDNs)

Partnering with IDNs via direct contract solutions

Reducing shortages in the US market

US Injectables shortage products¹

>100 products
in shortage are
injectables

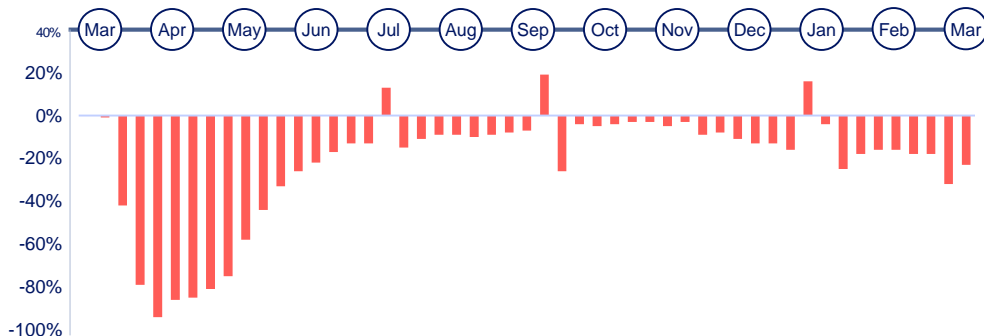


Hikma is supplying c.50
short supply products

¹ ASHP shortage list as at 17 March 2020

Managing the impact of COVID-19

Impact on elective surgeries in the US¹



Changing treatment protocols²

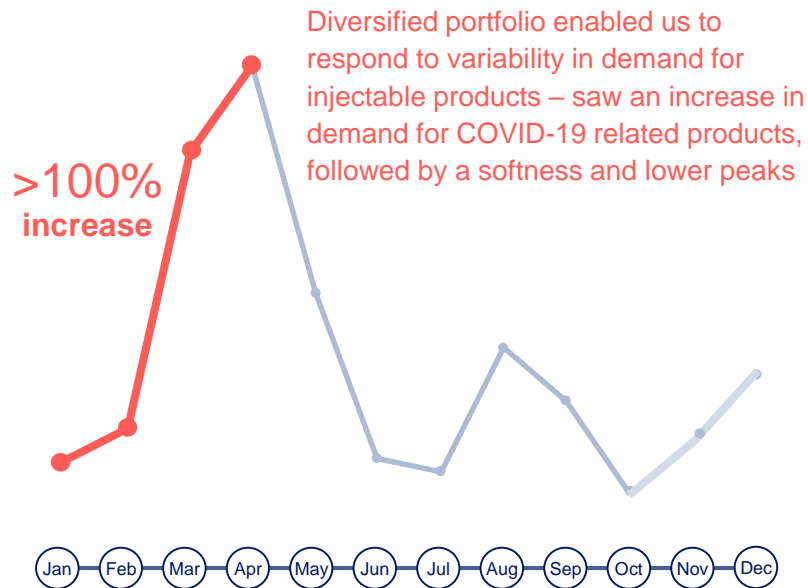
% of ICU patients vs. total hospitalised COVID patients % of ICU patients on mechanical ventilation

Month	% of ICU patients vs. total hospitalised COVID patients	% of ICU patients on mechanical ventilation
April 2020 ²	30%	82%
March 2021 ²	22%	59%

¹ IQVIA data, week on week analysis of data, data week ending March 5, 2021

² The COVID Tracking Project (states included: NY, NJ, PA, OH, AZ, IL, IN, MI, TN, MO)

Demand for Hikma's COVID-19 related products³



³ Products include: Dexmedetomidine, Etomidate, Ketamine, Lorazepam, Midazolam, Hydromorphone, Fentanyl, Morphine, Rocuronium, Vecuronium, Propofol

Outlook

Riad Mishlawi, President of Injectables



Building our differentiated pipeline through internal R&D and partnerships

Injectables pipeline of 164 molecules¹

Filed

80 products



Development

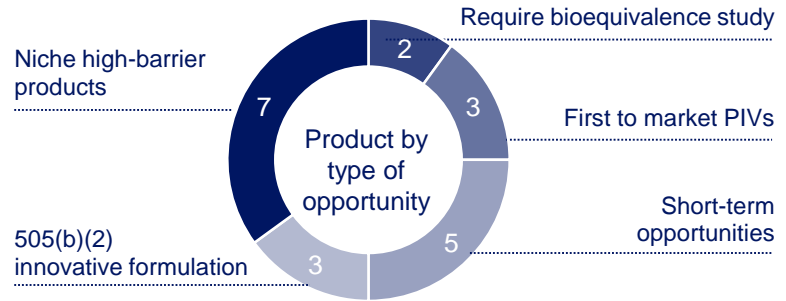
84 products



¹ Pipeline as at February 2021

Adding complex products through partnerships

Top 20 business development products



Leveraging our strengths to deliver sustainable growth



Our Strategy:

Operations



- **Maximise operational efficiency**
- Sustain **high operating margins**.
- **Add capacity**, capabilities and new technologies
- Maintain **quality compliance** track record

Commercial



- **Meeting customer needs**
- Leveraging our broad **portfolio**
- **Diversifying customer base**
- Strengthening customer relationships

Pipeline development



- Add differentiated products
- **Increase R&D investment** to expand and differentiate the pipeline
- **Innovate** in delivery systems and new dosage forms
- **Fill pipeline gaps** and add complex products through partnerships

Diversification & Expansion



- Identify and pursue **adjacent business opportunities**
- **Expanding geographic reach**
- **Inorganic opportunities** for accelerated growth

People & culture



- **Attracting & developing our employees**
- Build **organisational effectiveness**
- **Focus** on training and education



Our priorities:

Revenue

Mid to high-single digit growth

Launches

Achieve **10%** of revenue from new launches by 2023

Top 3

#3 Generic manufacturer by **value** and volume



Meet the Management

Join us next for:



Branded in June



Generics in September



Group in December

hikma.

hikma.