Insud Pharma, S.L. and subsidiaries

Independent Assurance Report on the Consolidated Non-Financial Information Statement (NFIS)

31 December 2024

(Translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

KPMG Auditores, S.L.
Paseo de la Castellana, 259 C
28046 Madrid

Independent Assurance Report on the Consolidated Non-Financial Information Statement of Insud Pharma, S.L. and subsidiaries for 2024

(Translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

To the Shareholders of Insud Pharma, S.L.:

Pursuant to article 49 of the Spanish Code of Commerce, we have performed a limited assurance review of the accompanying consolidated Non-Financial Information Statement (hereinafter NFIS) of Cox Energy Solar, S.A. (hereinafter the Parent) and subsidiaries (hereinafter the Group) for the year ended 31 December 2024, which forms part of the accompanying consolidated Directors' Report of the Group for 2024.

The consolidated NFIS includes additional information to that required by prevailing mercantile legislation concerning non-financial information, which has not been the subject of our assurance work. In this respect, our work was limited exclusively to providing assurance on the information contained in the "Table of contents required under Law 11/2018" table of the accompanying consolidated Directors' Report.

Directors' Responsibility

The Directors of the Parent are responsible for the content and authorisation for issue of the NFIS included in the Group's consolidated Directors' Report. The NFIS has been prepared in accordance with prevailing mercantile legislation and the selected Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) based on the content indicated for each subject area in the "Table of contents required under Law 11/2018" table included in the aforementioned NFIS.

This responsibility also encompasses the design, implementation and maintenance of internal control deemed necessary to ensure that the NFIS is free from material misstatement, whether due to fraud or error.

The Directors of the Parent are also responsible for defining, implementing, adapting and maintaining the management systems from which the information required to prepare the NFIS was obtained.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including international independence standards) of the International Ethics Standards Board for Accountants (IESBA Code of Ethics), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Reg. Mer Madrid, T. 11.961, F. 90, Sec. 8, H. M -188.007, Inscrip. 9
N.I.F. B-78510153

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Our firm applies International Standard on Quality Management 1 (ISQM 1), which requires the firm to design, implement and operate a quality management system that includes policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The engagement team was comprised of professionals specialised in reviews of non-financial information and, specifically, in information on economic, social and environmental performance.

Our Responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed. We conducted our engagement in accordance with the requirements of the Revised International Standard on Assurance Engagements 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information" (ISAE 3000 (Revised)), issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), and with the guidelines for assurance engagements on the Non-Financial Information Statement issued by the Spanish Institute of Registered Auditors (ICJCE).

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement, and consequently, the level of assurance provided is also lower.

Our work consisted of making inquiries of management, as well as of the different units and areas of the Group that participated in the preparation of the NFIS, reviewing the processes for compiling and validating the information presented in the NFIS and applying certain analytical procedures and sample review tests, which are described below:

- Meetings with the Group's personnel to gain an understanding of the business model, policies and management approaches applied, the principal risks related to these matters and to obtain the information necessary for the external review.
- Analysis of the scope, relevance and completeness of the content of the NFIS for 2024 based on the materiality assessment performed by the Group and described in the "Group double materiality assessment" section, considering the content required by prevailing mercantile legislation.
- Analysis of the processes for compiling and validating the data presented in the NFIS for 2024.
- Review of the information relative to the risks, policies and management approaches applied in relation to the material aspects presented in the NFIS for 2024.
- Corroboration, through sample testing, of the information relative to the content of the NFIS for 2024 and whether it has been adequately compiled based on data provided by the information sources.
- Procurement of a representation letter from the Directors and management.

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Conclusion

Based on the assurance procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the NFIS of Insud Pharma, S.L. and its subsidiaries for the year ended 31 December 2024 has not been prepared, in all material respects, in accordance with prevailing mercantile legislation and selected GRI Standards based on the content indicated for each subject area in the "Table of contents required under Law 11/2018" table included in the aforementioned NFIS.

Use and Distribution

This report has been prepared in response to the requirement established in prevailing mercantile legislation in Spain, and thus may not be suitable for other purposes and jurisdictions.

KPMG Auditores, S.L.

(Signed on original in Spanish)

Marta Contreras Hernández

24 July 2025

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2024

NON-FINANCIAL INFORMATION STATEMENT | 2024

Information Required by Law 11/2018 on Non-Financial Information and Diversity

INSUD PHARMA Group

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Version	Author(s)	Reviewer(s)	Date
v.01 (DRAFT)	MMB	MJRF	02.05.25
v.02 (DRAFT)	MMB	MJRF	14.05.25
v.02 (DRAFT)	MMB	MJRF	17.06.25
FINAL		MJRF	25.06.25

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BASES FOR PREPARATION OF THE NON-FINANCIAL INFORMATION STATEMENT

GRI 2-1 (2021); GRI 2-6 (2021)

Pursuant to Law 11/2018, of 28 December 2018, on non-financial and diversity information, Insud Pharma, S.L.U. issues its Non-Financial Information Statement (hereinafter the "NFIS" or "Consolidated NFIS" or "Report") as a separate appendix to the Consolidated Directors' Report for the year spanning from 1 January to 31 December 2024.

Furthermore, this Report has also been prepared in line with the European Commission's communication of 5 July 2017 on Guidelines for non-financial reporting (2017/C 215/01).

The Report has also considered best practices outlined in the standards of the Global Reporting Initiative (GRI) and the International Framework of the International Integrated Reporting Council (IIRC).

Lastly, Insud Pharma, S.L.U. has shaped the content of this Report on the basis of stakeholder inclusiveness, the sustainability context and materiality and completeness principles.

For the purposes of this Consolidated EINF, Insud Pharma, S.L.U. and all its subsidiaries are hereinafter referred to as the "Insud Pharma Group" or the "Group". The scope of this Report coincides with that of the financial statements and consolidated directors' report, bearing in mind the following considerations:

- In view of the complexity and global reach of the Group's operations, the scope of certain non-financial indicators may deviate from the established standard. Cases where the reported indicators fall outside of the scope have been adequately identified.
- In the section on environmental issues, all quantitative data reported by the Group reflect the production and commercial activity of its manufacturing plants. From an environmental perspective, the Group, given the international nature of its business and, therefore, the diverse locations of its manufacturing plants, adheres to local regulations and standards on an individual basis. Additionally, the individual Group entities may hold international certifications, as applicable.
- Senador Laboratories Pvt Ltd (Senador) was added in 2024, in which the Group holds an 80% stake. Senador has two plants located in Ahmedabad and Sarigam (India), the activity of which is relevant in terms of the potential environmental impact.

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1 General Disclosures

Insud Pharma S.L. (the "Company") is a Spanish firm with registered offices at Calle Manuel Pombo Angulo, 28, 3rd and 4th floors, 28050, Madrid (Spain). Its principal activity consists of managing and administering companies.

It is the parent of the Insud Group, a group of companies primarily engaged in the pharmaceutical and chemical sectors. The Insud Group has been committed to healthcare since 1977. It operates across the entire pharma-chemical value chain, specialising in scientific research, development, manufacturing, sales, and marketing. Their expertise covers a broad spectrum, including active pharmaceutical ingredients (APIs), finished dosage forms (FDFs), as well as proprietary medicines and over-the counter (OTC) products for both human and animal care.

As a pharmaceutical group, the Insud Group places major emphasis on both innovation and sustainable development. Our commitment is focused on enhancing people's health and well-being by facilitating access to affordable, quality medicines, and on continuing to make major investments in research and development to create novel and improved therapeutic solutions. Furthermore, the Group remains committed to investing significantly in new ventures, entering fresh markets, and identifying value-enhancing differentiators.

1.1 Governance model

GRI 2-6 (2021)

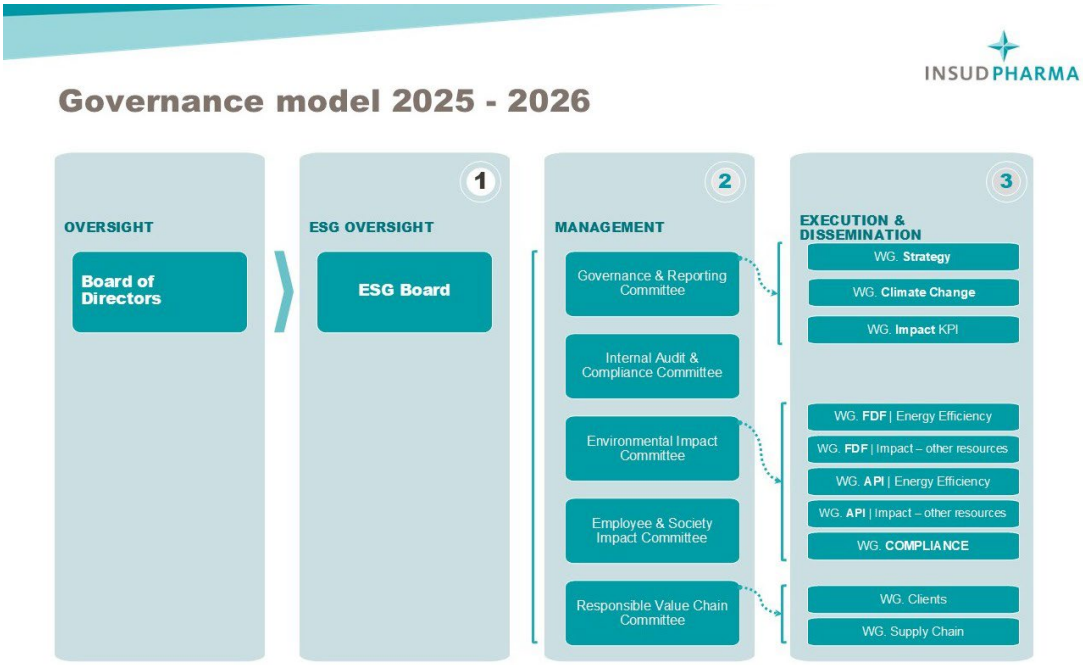
Except for matters reserved for the general shareholders' meeting, the Board of Directors is the Company's highest decision-making body, assuming, as its core mission, the approval and implementation of the Group's corporate strategy, as well as supervising, shaping and controlling management activities in order to meet the objectives set and stakeholder expectations.

An ESG governance model was implemented in 2024, led by an ESG Board that reports directly to the Board of Directors. The ESG Board performs key functions in areas such as: the environment, finance, legal counsel, operations, human resources, internal audit, health and safety, and quality.

Five committees report to the ESG Board, each with various working groups (WGs), as outlined in the governance structure shown below.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Figure 1-1. ESG | Governance structure



1.2 Business model: divisions and footprint

GRI 2-1 (2021); GRI 2-6 (2021)

The Group operates across the entire pharma-chemicals value chain, dividing its activity into four lines of business or divisions: (1) manufacturing and marketing of generic medicines to third parties and the Group (**CHEMO**), (2) marketing of generics to large accounts, as well as public and private tender processes (**XIROMED**), (3) development and marketing of branded products and innovation (**EXELTIS**) and (4) the logistics division for the Group and third parties (**AIRPHARM**). Although each of these four divisions is focused on a specific activity, there is a remarkably high degree of vertical integration and synergies amongst them.

CHEMO

The **CHEMO** division encompasses the research and development, manufacturing and marketing of a diverse array of APIs and FDFs across various therapeutic lines.

Its portfolio includes more than 100 APIs, more than 120 FDFs and in excess of 500 OTC products. The CHEMO division oversees the entire value chain, from development to registration. It ensures product quality through in-house manufacturing and direct distribution to customers.

CHEMO owns three chemical plants (two in Italy and one in Spain) and has a 40% stake in Nosch Labs Pte. Ltd. (a company with a plant in India) and a 50% stake in Maprimed, S.A. (Argentina). It also has four pharmaceutical facilities in Spain: the León Farma plant produces hormone-related FDFs, the Liconsa plant produces FDFs, while the Farmalán and Universal Farma plants produce injectables. All plants are fully compliant with Good Manufacturing Practices (GMP), as well as FDA (US Food and Drug Administration) and EMA (European Medicines Agency) standards. The pharmaceutical plants are equipped with state-of-the-art technology and provide a wide range of final solutions, including solids, semi-solids, hormones, injectables, and inhalers.

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In mid-2017, **CHEMO** opened its Chemo India Formulation Plant, a research and development centre in India specialising in the development and manufacturing of oral solids, including tablets, soft gelatine capsules, and pellets, among others.

Since 2024, **CHEMO** has also held an 80% stake in Senador Laboratories Private Limited, a company based in India with two plants in Sarigam and Ahmedabad. This addition strengthens the Group's capabilities in the development of finished products and expands CHEMO's portfolio for its customers. The Sarigam plant specialises in hormonal and reproductive health products, while the Ahmedabad plant focuses on the manufacture of hormonal and non-hormonal tablets and injectables, including a line of terminally sterilised products.

CHEMO operates across all major therapeutic areas, with a focus on cardiovascular, gastroenterology, central nervous system, respiratory health, women's health, and eye health. The company serves over 1,000 customers, including leading pharmaceutical companies worldwide.

Exeltis
Rethinking healthcare

EXELTIS is the Group's proprietary brand division. EXELTIS concentrates on research and development, manufacturing, sales, and marketing of a well-rounded portfolio of proprietary pharmacological solutions. Their focus areas include women's health, respiratory health, dermatology, and the central nervous system.

The **EXELTIS** division synergises the Group's expertise, experience, and innovative spirit to develop, produce, and market pharmaceuticals and medical devices.

It has a consolidated portfolio of approximately 300 products and operates in over 40 countries. The company has around 50 subsidiaries spanning four continents and is positioned in countries with high growth potential, including the USA, Mexico, Germany and Brazil.

In its continuous quest to bring new solutions to market, **EXELTIS** aligns its research and development efforts and seeks synergies with **CHEMO** and its corporate R&D centre. This centre specialises in researching and developing new product, from clinical trials to approval. Additionally, **EXELTIS** is actively broadening its therapeutic scope by acquiring new portfolios in the market, thereby strengthening its business.

EXELTIS has four production plants of its own: the Altian plant in Guatemala; the Exeltis Ilaç plant in Turkey; the Nufarindo plant in Indonesia; and the Ordain plant in India; as well as an investee plant in Paraguay.

XIROMED®
Expanding the Power of Generics™

XIROMED operates as the Group division focused on providing high-quality generic products to major pharmaceutical accounts in the US market and participating in tenders in Northern European countries, (such as Belgium, Sweden, Norway and Iceland, among others).

Driven by its ambition to simplify and continually enhance access to high-quality medicine, **XIROMED's** success lies in providing solutions and sustainable partnerships in tender processes, and strategic investments in the product chain and cutting-edge infrastructure for R&D, manufacturing, and quality operations.

Airpharm
Logistics care

AIRPHARM is a constantly expanding logistics group offering a wide range of services, including international transport, import and export, warehousing and distribution, customs and bonded warehouse services, and foreign trade

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and technical consultancy services. Its specialisation lies in serving the chemical-pharma, cosmetics, veterinary, and food supplements sectors.

Today, the Group has a worldwide presence and has built a broad and balanced commercial and manufacturing network across five continents to address global opportunities and serve the needs of customers in the world's major pharmaceutical markets (Table 1-1).

Table 1-1. Business units and footprint

NAME	UNIT	DESCRIPTION | FOOTPRINT
		
CHEMO	INDUSTRIAL division	**R&D**: China, Spain, India and Italy Sales **office**: Argentina, China, Spain, India and Mexico **Manufacturing**: Spain, India and Italy
Exeltis Rethinking healthcare	COMMERCIAL division. Includes Branded Generics & Innovation	Sales **office**: Austria, Brazil, Belgium, Chile, China, Colombia, Costa Rica, Czech Republic, Dominican Republic, Ecuador, El Salvador, France, Germany, Guatemala, Honduras, Hungary, India, Indonesia, Italy, Lithuania, Mexico, Morocco, Nicaragua, Panama, Paraguay, Peru, Philippines, Poland, Portugal, Slovakia, Spain, Sweden, Switzerland, Thailand, Turkey, United Arab Emirates, United States, United Kingdom and Vietnam **Manufacturing**: Turkey, Guatemala, India and Indonesia
XIROMED Expanding the Power of Generics™	XIROMED GENERICS Division	Sales **office**: United States and Sweden[1]

[1] While it only has sales offices in the USA and Sweden, the Company does in fact have a commercial presence (sales) in these two countries, as well as in Finland, Denmark, Iceland, Norway, Germany, the Netherlands and Poland.

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NAME	UNIT	DESCRIPTION | FOOTPRINT
Airpharm Logistics care	AIRPHARM LOGISTICS Division	**Head** office: Spain **Subsidiaries**: Switzerland, Hungary, Uruguay and United Arab Emirates (Dubai)

1.3 Sustainability

The Sustainability area has taken on a more prominent role within the Group in 2024. Created in 2022 as a cross-cutting function for all business units, this area has been gaining prominence, driven by both the expanding regulatory requirements and by the growing demands of stakeholders.

In 2024:

- The **I+Planet | ONE HEALTH** project is launched; [section 1.5.2]
- The **ESG roadmap** is defined; [section 1.5.3]
- The **ESG governance model** and **structure** is created; [section 1.1]
- An **ESG SOF.IA ESG**; agent is developed [section 1.7.1]
- The **Double Materiality Assessment** is reviewed and updated to adapt it to CSRD criteria ; [section 1.9]

1.3.1 Certifications and recognition

The following are the most relevant certifications obtained by different Insud Group companies, as a sign of our commitment to quality, sustainability, safety and operational excellence:

Table 1-2. Certification

ISO 14001	**ISO14001 — Environmental Management System** • Química Sintética • Liconsa • León Farma • Exeltis Turkey • Industriale Chimica
ISO 45001	**ISO 45001 — Occupational Health and Safety** • Química Sintética • Exeltis Turkey • Industriale Chimica

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ISO 27001 — Information Security

Applies globally to Insud Pharma as a whole, as a sign of our commitment to information protection and cybersecurity

Sustainability and CSR

Recognition for the efforts in the fields of sustainability, ethics, environment and labour rights:

- Chemo Ibérica
- Química Sintética
- Liconsa
- León Farma
- Industriale Chimica

1.3.2 Signing up to sustainability initiatives

We are working to strengthen our commitment to sustainability by formally signing up to the **United Nations (UN) Global Compact,** the world's largest corporate sustainability initiative.

Joining this initiative will enable us to implement best sustainability practices based on 10 core principles covering human rights, labour legislation, environmental concerns and the fight against corruption. This move will also have a positive societal impact through the UN's Sustainable Development Goals (SDG).

1.4 Main factors and trends affecting the organisation

GRI 3-3 (2021)

The pharmaceutical industry operates in a dynamic and complex environment, influenced globally by regulatory, technological and social factors. Some of the main risks and trends that may impact the Group's strategy and operations are: the climate crisis and extreme events, cybercrime and technological vulnerabilities, regulatory pressures and access to pharmaceuticals, technological innovation and competition, sustainability and societal expectations as well as financial and macroeconomic risks.

1.4.1 Current situation

One of the main challenges facing the pharmaceutical industry, as evidenced by the global health crisis, is to ensure diversification and security of supply chains. The COVID 19 pandemic highlighted the fragility of our response plans and the lack of strategic autonomy in the European Union, in turn generating additional problems such as medicine shortages, disruptions in the logistics chain and even the unviability of producing certain medicines due to pricing policies that, in many cases, do not cover production costs. Sectors such as manufacturers of generic and biosimilar medicines were particularly impacted by rising energy and transportation costs, as well as by the ongoing reliance on raw materials sourced from China and India.

This situation is compounded by growing geopolitical instability. International uncertainty is intensifying with events such as the 2024 elections and the possible return of the Trump administration in the US, which is already having a global impact. The war in Ukraine, which started in 2022, conflicts such as that between Israel and Gaza, and the US's change of stance are redefining international leadership, especially within the European Union. This could affect trade and regulatory policies, disrupt supply chains and increase geopolitical risks. To address these challenges, the Group engages in active

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collaboration with governments, the pharmaceutical sector and relevant associations, such as the Spanish Association of Generic Medicines and Biosimilars (AESEG) and Medicines for Europe.

Access to medicines remains one of the toughest global challenges for the sector. According to the World Health Organisation (WHO), more than two billion people worldwide lack access to essential medicines, and the ageing of the world's population will raise the demand for effective treatments. The development of effective and accessible medicines has been a priority for the pharmaceutical industry and will remain so in the years to come. At the Insud Group, our mission is not only to provide access, prevention, and diagnosis through pharmacological treatments, but it is also our purpose (section 0).

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The importance of this issue is particularly reflected in what is happening in the legislative environment. At the European level, amendments to pharmaceutical legislation are one of the most significant legislative processes currently underway. The 2023 Pharma Package, submitted to the European Council, aims to overhaul more than 20 years of legislation to ensure accessibility and affordability of medicines, while encouraging innovation. In 2024, a partial consensus has been reached, and the legislation is expected to be adopted in 2025, once the European Parliament reaches a consensus.

In addition, within the framework of the European Union, the Critical Medicines Act, which aims to address medicine shortages across the region, is currently under discussion. This legislation could have a direct impact on the pharmaceutical supply chain as it envisages support for the joint production, storage and procurement of medicines across the EU. In 2024, the Critical Medicines Alliance was formed, comprising representatives from national authorities and the pharmaceutical industry, in addition to the participation of Insud Pharma, civil society and the scientific community.

In Spain, the Pharmaceutical Industry Strategy 2024-2028 seeks to strengthen the sector, ensuring access to quality medicines and promoting innovation and sustainability. Among its measures is the creation of the Strategic Reserve based on Industrial Production Capacity (RECAPI), aimed at ensuring the supply of critical medicines in the event of a crisis. This strategy is part of the Recovery Plan and is aligned with the European Pharmaceutical Strategy.

Another challenge for the pharmaceutical sector is the increase in sustainability regulation, including the Urban Waste Water Treatment Directive (UWWTD), the EU Deforestation Regulation, REACH FPAS, the Corporate Sustainability Reporting Directive (CSRD/ESRS) and the Corporate Sustainability Due Diligence Directive (CSDDDD; CS3D), the regulatory framework for which is expected to be significantly simplified with the "Omnibus package", but which will need to be developed over the next few years. To address this complex regulatory environment, the Insud Group has established an ESG governance model, which includes an environmental and reporting committee as well as specialised working groups for the implementation and comprehensive monitoring of all relevant regulations.

Another major challenge for the pharmaceutical sector is to foster competitiveness by driving innovation and digital transformation. Technologies such as artificial intelligence, big data and virtual reality are redefining the industry, not only by developing new products, but also by optimising existing processes. Digitalisation is becoming a key challenge, generating new opportunities to improve research, training and efficiency in both medicine design and general business processes, areas in which the Group is developing various projects at the corporate level and in specific areas (section 1.7. Digital transformation).

At the logistical level, products must be stored under controlled conditions, so companies are expected to implement innovative and sophisticated strategies to maintain product quality and safety.

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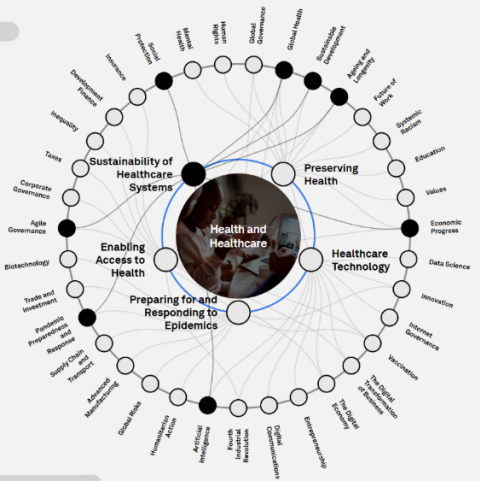
1.4.2 Emerging and interconnected risks: a systemic view applied to the sector's industrial environment

Figure 1-2. Interconnection of RISKS: SYSTEMIC VIEW

(World Economic Forum)



Given the Group's business model and global presence, we must approach risks not only as isolated elements, but as a dynamic system of interlocking causes and effects. The big challenge for the coming years will be to strike a balance between our competitiveness and our response to emerging risks, ensuring the Group's resilience. This challenge responds not only to an internal need, but also to a growing demand from customers and civil society.

Our ability to anticipate and adapt to this volatile environment will shape our competitive position in the global pharmaceutical value chain.

In this respect, the Group is working on defining a strategic approach based on the following principles:

- Systemic scenario analysis, integrating climate, geopolitical, regulatory and reputational variables
- Mapping of critical dependencies (raw materials, logistical partners, key suppliers)
- ESG integration into operational risk assessment
- Strengthening of data governance and industrial cybersecurity
- Cross-cutting collaboration between operations, compliance, quality and sustainability to anticipate disruption and turn risk into competitive advantage

1.5 Strategy pursued by the Organisation

GRI 2-1 (2021)

1.5.1 Strategy pursued by the Organisation

Figure 1-3. Mission, Vision and Values

The Insud Group's Strategic Plan has been defined internally, represented by the Newton Pyramid, which aims to consolidate the company as a streamlined, fast-growing and highly profitable organisation, with a strong focus on innovation within its key areas - such as women's (WHC) and central nervous system health (CNS) - as well as in emerging sectors such as biotechnology and food-tech. The Group also aims to have a global supply chain and operations, and to become one of the most attractive workplaces for international talent. This is all underpinned by our purpose (mission), vision and values.

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MISSION | PURPOSE

We enhance people's health and well-being by facilitating access to affordable, quality medicines, and by continuing to make major investments in research and development to create novel and improved therapeutic solutions.

In line with the challenges, opportunities and future trends in the sector, the Group's mission is to enhance people's health and well-being by facilitating access to affordable, quality medicines, and by continuing to make major investments in research and development to create novel and improved therapeutic solutions.

Furthermore, the Group remains committed to investing significantly in new ventures, entering fresh markets, and identifying value-enhancing differentiators.

VISION

"We offer innovative global solutions to improve health, with passion, creativity and swiftness, pushing the boundaries of what is possible"

To achieve this purpose, it is essential to provide innovative solutions that allow us to remain competitive in a constantly evolving global environment, fostering internal talent and relying on technology as a driver of transformation and sustainable growth.

VALUES | NEWTON PRINCIPLES

QUALITY One of our priorities as a Group is to guarantee quality as the ultimate value proposition for patients. Our culture of quality focuses on the safety, efficacy, and compliance of our products and facilities worldwide. As a Group, we are committed to achieving maximum quality at all times. So much so that internal awareness-raising campaigns for employees are carried out on an ongoing basis. This year we continued with our "The Importance of Details" campaign.

INNOVATION Innovation is non-conformism and being open to change. The Group is focused on fostering an innovative and groundbreaking spirit, offering something different to our customers while building a Group that detects new business opportunities and a product portfolio that appeals to the market and patients.

PRODUCTIVITY Being a benchmark for the market in the performance of our operations from all perspectives (technical and commercial) while maintaining the highest quality standards. Productivity is a mindset of increasing the efficiency of processes and prioritising activities. The Group, through its patient-oriented approach, focuses its efforts on listening to patients' needs and meeting them in the shortest possible time with an excellent standard of quality.

COMMITMENT TO OUR CUSTOMERS This refers to being a yardstick for our customers and collaborators through a close-knit network where our priority is to raise their satisfaction.

TEAM AND TALENT Striving to ensure our team is connected, committed and exhibits an innovative spirit. Managing our employees' talent helps create value for our patients.

GROWTH Lastly, the Group remains focused on becoming one of the most efficient and competitive pharmaceutical companies, increasing the commercial operations and profitability of our businesses.

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To achieve this, the Group promotes a series of key values among its employees so that its teams of professionals work under the same paradigm and with the same mission: to improve and aid the health of patients all over the world. Some of our core values are as follows:

INTEGRITY We are guided by what is best and right for everyone. Integrity implies character, honesty and leadership, which fosters open communication and builds trusting relationships.

CREATIVITY We are passionate about and value people who think outside the box and who work in teams developing their ideas and taking risks to come up with creative solutions.

ENTREPRENEURIAL SPIRIT At the Insud Group we value inquiring minds and contribute to making projects a reality. Being proactive implies responsibility and commitment.

PASSION Passion is the driving force behind each of our Group's projects. At the Insud Group we love what we do and the idea of being able to contribute to people's health care and well-being.

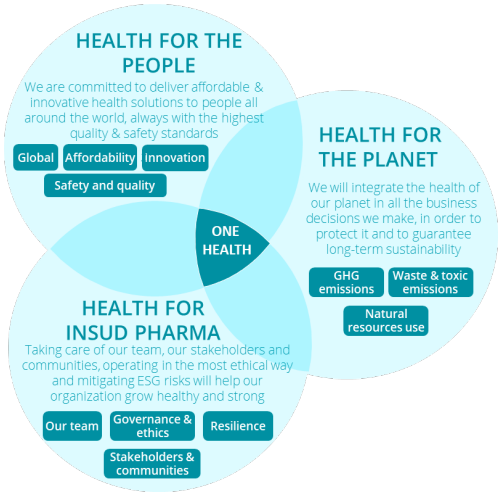
SELF-CONFIDENCE We champion self-confidence. We see this as the way to grow, developing the best version of each of us and increasing our decision-making capacity. Our goal is for every employee who forms part of the Insud Group team to grow with us, learn, create, research, take risks and try things out.

FLEXIBILITY The ability to react and adapt is essential in any industry. At the Insud Group we see change as an opportunity to learn and grow.

LEAN PHILOSOPHY The LEAN philosophy favours more efficient processes and is oriented towards continuous improvement. At the Insud Group we continually improve the quality management of processes and promote environments that enable our professionals to be increasingly autonomous and efficient.

1.5.2 I.Pl@net | ONE HEALTH

Figure 1-4. I.Planet | ONE HEALTH Framework



The WHO has launched the One Health Initiative to integrate human, animal and environmental health, in collaboration with FAO, UNEP and UNWHO (One Health Quadripartite). This approach seeks to optimise global health by preventing and addressing health threats at the intersection of these three domains.

In line with this global vision, the Company has defined an internal One Health framework, understood as a collaborative and interdisciplinary initiative that recognises the interconnectedness between humans, animals and the environment. This framework aims to optimise health outcomes by managing risks where these three domains interface.

Based on this approach, the Company has focused its actions on three key pillars: people, planet and the Insud Group. Based on the analysis of the environment and stakeholder consultation, an action plan has been drawn up that identifies priority areas and sets specific objectives aimed at addressing key ESG challenges and opportunities.

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1.5.3 ESG roadmap

In previous years, the Group defined an ESG roadmap as a guide for integrating environmental, social and governance criteria into its strategy and operations. However, the regulatory context has evolved significantly in recent months, notably with the entry into force of the CSRD, the progress made on the CS3D, and the extension of the framework of the Taxonomy of Sustainable Finance within the regulatory simplification legislative package ("omnibus package").

In this context, we are in the process of reviewing and updating our ESG roadmap with the aim of strengthening its alignment with these new regulatory requirements and the expectations of our stakeholders. This strategic review involves cross-cutting work between different areas of the organisation, which will ensure effective and fully integrated implementation in decision-making.

1.6 Innovation

GRI 2-1 (2021)

Thanks to our ongoing investment in research and development of therapeutic solutions, for the fourth consecutive year Insud Pharma obtained the "EXCELLENT" rating in the 2021-2022 Profarma Plan, awarded by the Ministry of Industry, Energy and Tourism, with the participation of the Ministry of Health and the Ministry of Science and Innovation. This recognition reflects our pledge to strengthen the industrial structure in Spain and our firm commitment to production and R&D&I.

During 2024 we also upped our participation in public-private partnerships, most notably our collaboration with Terafront[2], a company engaged in the development of advanced therapies. This initiative, backed by strong public-private investment, reaffirms Insud Pharma's commitment to innovation and the transformation of the healthcare system.

In addition to our investment in developing medicines, we drive innovation through initiatives such as Insud Power(https://insudpower.com/)and ChemoStart(https://chemostart.com/chemostart-en-health-and-biomedicine/), which are designed to support and build up entrepreneurs with innovative projects in the healthcare and biomedical sectors.

1.7 Digital transformation

GRI 2-1 (2021)

The Group is conscious of the strategic role that digitalisation plays in the continuous improvement of all the key areas of the organisation.

Accordingly, a suite of digitalisation projects was launched or expanded globally throughout 2024 with the aim of driving operational excellence. These initiatives not only enhance the control and processing of operations, but also optimise process efficiency, facilitate data and trend analysis and support informed decision-making in areas such as production, legal counsel, quality and training, among others.

[2] Terafront is funded by the Recovery, Transformation and Resilience Plan and falls within the scope of the PERTE (strategic recovery and economic transformation plan) for Vanguard Health. This initiative is in keeping with the vow to promote, through science and innovation, the most groundbreaking medicine and to accelerate the time to market of therapies developed in the field of health research being carried out in the Spanish science system, thus expediting their universal roll-out for the benefit of citizens. Terafront is 51% privately-owned by Laboratorios Rovi and Insud Pharma, and 49% publicly-owned by the Ministry of Science, Innovation and Universities (MICIU) through the company Innvierte of the Centre for Technological Development and Innovation of the Ministry of Science, Innovation and Universities (CDTI)

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1.7.1 Corporate digital transformation projects

- **SOF.IA |** One of the most significant initiatives in 2024 was the roll-out of an advanced artificial intelligence (AI) solution, including both global and departmental AI assistants, as well as "sector brains" targeting key areas, such as marketing. These systems make it possible to analyse large volumes of data, identify market trends, optimise advertising campaigns and personalise communication with customers, thereby improving the effectiveness and impact of commercial actions.

  Due to the growing volume of requests relating to sustainability issues, carbon footprint and certifications, the ESG area is developing an **ESG agent** to process all available information and respond to customer requirements in this area. This agent is currently in the training phase and will continue to be developed throughout 2025 with the aim of improving responsiveness and agility in managing these requests.

- **SOF.IA for learning |** Specific digital platform that seeks to improve employee training. This solution uses AI to generate interactive courses based on existing documents and procedures, providing a more dynamic, personalised and accessible learning experience.

- **Generative AI |** The use of generative AI tools has also been reinforced with a view to developing chatbots and applications and ensuring the agile and efficient extraction of relevant information from a wide variety of documents in different formats.

- **Detection of anomalies in expense policies |** In 2024, an AI-based system was implemented to improve control and efficiency in managing corporate expenses. This solution enables automated detection of possible anomalies or deviations in the company's expense policies.

1.7.2 Projects for the Quality area

- **LIMS**, Laboratory Information Management System. LIMS provides a high level of accuracy in monitoring records and also improves the efficiency of the sample inventory, test records and instrument management and reporting, which also provides benefits from a GMP compliance and customer satisfaction perspective. In 2024, implementation of LIMS continued at the Spanish plants and at the Senador plants (Admedabad and Sarigam).

- **EQMS**, TrackWise Digital EQMS. Implementing the digitalisation project using TrackWise Digital EQMS entails optimising and automating the quality management system activities. Throughout 2024, the electronic quality management system has been implemented at Universal Farma, Farmalan, Industriale Química and Chemo Biosynthesis.

- **DMS**: Document Management System. The DMS and TMS modules of the TrackWise Digital system have transformed documentation and training processes into optimised and automated systems. Implementation of these modules has already been completed at the Global Quality Organisations.

By the end of 2024, they will have been implemented at: Senador Ahmedabad, Senador Sarigam, Algenex, Global Clinical, Global Pharmacovigilance, Chemo India Formulations, Química Sinthetica, Xiromed and Medical Valley. Roll-out projects are underway at the other sites.

1.7.3 Legal area

Legal Hub. In 2024, the Group's Legal Counsel area was transformed with the aim of optimising processes and improving operational efficiency through task automation and digitalisation. AI-based tools have been rolled out to allow for a more agile understanding of legal documents and the automated extraction of relevant metadata in contracts and other legal texts.

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1.7.4 Procurement area

- **Celonis**. Celonis is a global process mining solution that was being implemented in the Procurement area in 2024 to identify inefficiencies and automation opportunities throughout the procurement cycle, from requisition to payment. Its real-time analysis based on actual data makes it possible to visualise processes, detect improvements and generate corrective actions with a tangible return on investment.
- **S2P**, Digitalisation and Source to Pay process improvement. This project aims to digitalise and optimise the entire Source to Pay process, from the identification of needs and selection of suppliers to the management of orders, receipt of goods and services and payment processing, thus seeking traceability and control of the Group's purchasing process.

1.7.5 Logistics and inventory control

- **V10**, Warehouse Management System. A warehouse management system (WMS) was implemented for the Liconsa plant's vertical silo in order to optimise materials management. This system enables more efficient organisation and more accurate inventory monitoring and control, which helps to improve overall operability and cut waiting times. Its implementation is currently being assessed for the León plant, with the aim of extending this solution to other facilities in Spain going forward.
- In 2024, Airpharm, the Group's logistics company, continued its process of digital transformation and operations automation, both internally and with its suppliers. This initiative is aligned with the objectives defined during the year's evaluation and improvement process and seeks to optimise processes, reduce operational errors and increase the organisation's overall efficiency. Against this backdrop:
  - WMSs are being standardised and improved in all logistics centres. In addition, key processes such as dispatching, receiving and preparation are being reviewed and automated with the support of computer vision technologies, thus reducing human error. The demand management platforms and the dock booking system have also been reinforced, improving the coordination of operations and reducing waiting times and the impact on customers. In addition, paper-based processes have also been digitalised through the use of the digital archive with automatic OCR, which eliminates manual flows and improves document efficiency.
  - In terms of traceability and operational transparency, new tools such as automated inventory systems have been added, which provide real-time visibility of the stock available for customers. In addition, a computer vision-based dispatches and receipts control platform has been implemented, which automates item verification during loading and unloading. Integration with a Track & Trace platform delivers real-time information on the status of transports. In parallel, the DATA project has been developed, which is a single data repository that democratises information throughout the company and produces reports and dashboards in record time. A new Customer Portal has also been launched, offering immediate and comprehensive access to information on dispatches and receipts, stocks, temperatures, incidents, invoicing and more.
  - In terms of integration with customers and carriers, the Middleware 360 platform has been consolidated, enabling an agile and flexible connection with any external system, without depending on the specific technology of the customer or supplier. Orders, shipment tracking and real-time device connection have now been integrated, thus improving the efficiency of the logistics chain.
  - Finally, platforms, security and business continuity have been enhanced with the migration of all systems to the new centralised cloud on AWS. This migration has improved the scalability and resilience of operations. Backup policies and security protocols have been reinforced, and critical asset monitoring systems have been implemented.
  - In addition, cybersecurity exercises such as internal and external pen tests, awareness-raising campaigns, specialised training and simulations of attacks such as phishing and smishing have been carried out. All of this is part of an ISO 27001 alignment project, which will ensure Airpharm reaches the highest standards of information security maturity.

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- As part of our commitment to sustainability, we have migrated all our data centres to the AWS cloud, selected due to its focus on sustainability and environmental responsibility. The data centre chosen for our company is AWS Aragón, which is completely sustainable, as it is powered by three types of renewable energy throughout the entire year: solar, wind and hydro. In addition, AWS has generated more than 2,000 direct jobs in the area, thus reinforcing its social commitment. As a customer of this data centre, we have obtained all certifications related to the environment and social responsibility. In addition, AWS provides us with a platform to consult in real time our CO_2 footprint, derived from the consumption of computational and technological resources. These actions aim not only to improve our production processes, but also to reduce paper consumption and strengthen our relationship with our customers.

1.7.6 Production and planning

- **MES**, Manufacturing Execution System. In 2024, progress continues to be made in defining and implementing a manufacturing execution system (MES) at the Liconsa plant, which is designed to provide comprehensive coverage and real-time visibility over the production lines. This system enables the continuous monitoring of production performance, which facilitates more informed decision-making and improves coordination between the various departments involved in the production process.
- **Scenario generation and simulation**: Finally, this project aims to optimise the management of production planning by generating and simulating different operational scenarios. Its main purpose is to reduce the impact of unplanned replanning on production and to better adhere to plans agreed with customers.

These projects will be gradually implemented at the rest of the Group's companies and business units over the coming years.

1.8 Good governance, ethics and compliance

GRI 2-23 (2021); GRI 3-3 (2021)

The following are the Insud Group's main internal **policies, protocols and instructions**, organised by area. These policies are part of the regulatory, ethical, environmental and corporate governance compliance system and aim to ensure the responsible behaviour of the organisation and its employees, as well as compliance with legal regulations and internal standards.

Each of these policies is aligned with the Group's corporate values and commitments in ethics, sustainability, quality, data protection and relations with third parties.

6	**4**	**5**
Corporate governance and ethics	Data protection and privacy	Technology and use of digital media
4	**2**	**1**
Relations with third parties	Quality and pharmacovigilance	Environment

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horizon

Our way of looking at the world

ABC Book

Data protection policy
Use of the Direct Line
Risk-based business partner policy
Supplier standards
Protocol for the use of WhatsApp
Pharmacovigilance protocol
Data processing agreement
Protocol for the use of INSUD PHARMA computer media
Data retention protocol
Protocol for video surveillance data processing
Code of Ethics
ABC Book | Anti-Bribery and Anti-Corruption
Policy for donations and sponsorship
Conflicts of interest
Instructions for preparing employees for an inspection
Responsible use of AI
Responsible use of AI policy
Use and approval of AI tools
Criminal compliance model
Quality policy
Environmental policy

Our Code of Ethics spans a broad range of business practices which are developed through detailed policies and procedures set out in the Anti-Bribery and Anti-Corruption Compliance Manual ("ABC Handbook"). Based on international best practice, this handbook guides both the Group and our business partners in complying with applicable regulations.

The handbook also includes CSR principles and is inspired by the Group's corporate values, which define our identity as an organisation and are set out in section 1.5. These values are: Integrity, transparency, innovation, quality, passion, entrepreneurship, diversity and flexibility.

It sets mandatory minimum standards, and the stricter regulation in the event of conflict with other policies or laws should always be applied. It is also reviewed periodically to assess its effectiveness in preventing, detecting and correcting bribery and corruption risks and to adapt to regulatory or internal changes.

It also contains specific requirements for interactions with third parties in the public and health sector (such as health practitioners and health and patient organisations), details of which can be found in specific notes included in the document.

In relation to environmental and social issues and issues relating to personnel, human rights and the fight against corruption and bribery, particularly notable are the policies included in the Group's Code of Ethics (Horizon), which is supervised by the parent company, as well as in the ABC Book and the Direct Channel general procedure.

In addition, the Group has a Criminal Compliance Model (Corporate Defense), which includes a Criminal Risk Prevention and Compliance Manual and a Risks and Controls Matrix. The responsibility for Horizon, as well as for Corporate Defense, lies with the Compliance and Audit Committee, comprising the Chief Executive Officer, the Chief Legal Officer, the Chief Compliance Officer, the Director of Internal Audit and Risk Management, the Director of Quality, the Director of Human Resources, the Compliance Officer and the Data Protection Officer.

Based on the annual risk analysis led by the Internal Audit Department, this Committee approves the annual internal audit plan and projects to improve the Group's control environment and good governance practices and projects to strengthen its compliance culture.

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In relation to the data protection policy, the Group has a data protection department in charge of supervising all matters relating to current data protection regulations, promoting knowledge and training among employees (with both online and in-person training sessions) and headed by an internal Data Protection Officer. This department is also part of the Internal Audit and Compliance Committee and reports on the most significant data protection issues. In this connection, there are various internal Group policies in this area that this department reviews annually.

As this is a highly regulated sector where guaranteeing the quality of medicines takes precedence, quality policies are managed centrally. In addition, the Group has implemented an integrated quality management system, called **#OneQualityVoice**. This system is designed to facilitate standardisation and consistent application of quality requirements throughout the medicine's entire life cycle and across all business units.

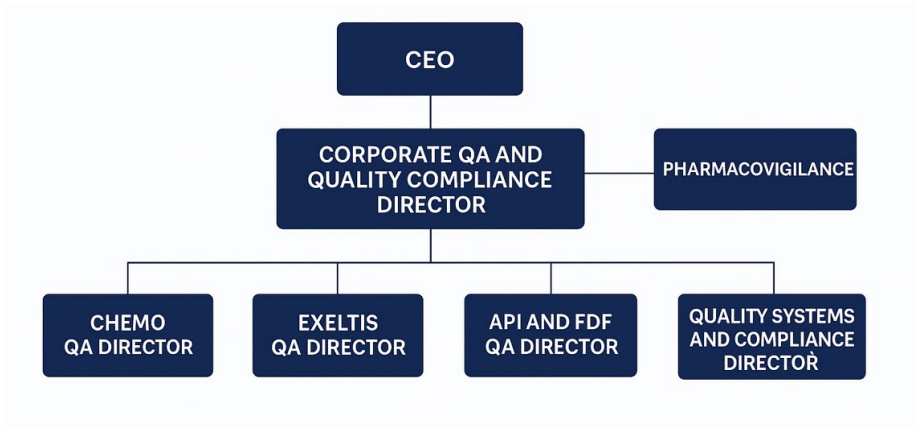
This integrated approach ensures that patients have access to safe and effective medicines that contribute to improving their quality of life on a daily basis.

Figure 1-5. #OneQualityVoice | 4 pillars

#OneQualityVoice is a robust management system based on four fundamental pillars (Figure 1-5). These pillars have been defined by the Global Quality Unit (GQU), through its committee, led by a corporate management profile and made up of profiles responsible for quality and pharmacovigilance. These pillars are:

- Resolving today: improving our processes and products.
- Securing tomorrow: standardising our quality system in compliance with the requirements of regulatory agencies.
- Building the future: implementing new electronic quality management systems that allow us to be more efficient.
- Strengthening our culture of teamwork: Investing in identifying talent and fostering the development, training and integration of the people who make up our teams.

Figure 1-6. Quality organisational chart at the Group



(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
GQU conducts periodic Quality Management Reviews (QMR) with all plants and also defines, monitors and internally publishes the results of quality performance indicators (QPI) targeting the review of global quality objectives and continuous improvement.

32 / 30 in 2023
Corporate policies

85 / 74 in 2023
Global procedures

17 / 12 in 2023
Work instructions

7 / 12 in 2023
Internally audited companies

27 / 27 in 2023
Health authority inspections

26 / 25 in 2023
Inspection reports without critical remarks

Since project commencement, significant progress has been made in tightening quality standards. In 2023-2024, the following improvements were implemented: 1 quality manual (unchanged from the previous year, 2023), 32 corporate policies (2 more than in 2023), 85 global procedures (11 more than in 2023) and 17 work instructions (5 more than in 2023). Many of these updates relate to the implementation of new specific IT systems such as the electronic batch records (EBR) management system, laboratory information management system (LIMS), training management system (TMS), document management system (DMS) and quality management system (QMS).

An internal quality audit was carried out in 2024 for seven of the Group's companies, including centres under Chemo, Exeltis, Xiromed and Airpharm,[3] for which significant observations were reported at five.

In 2024, Group companies received a total of 27 inspections by the health authorities. It should be noted that none of them included critical observations; 4 had major observations and the remaining 22 had minor observations. All observations were addressed in a diligent and voluntary manner in order to fully comply with the competent authorities' requirements.

The favourable outcome of the inspections by (i) health authorities, (ii) international regulatory bodies to maintain the corresponding manufacturing and/or marketing authorisations and (iii) customer audits of plants with marketed production in 2024 to guarantee the contracted supply stands as an example of our commitment and the quality system's effectiveness and efficiency.

Finally, **Airpharm**, our logistics company, has several certifications that vouch for its operational excellence, including:

- Certificate of compliance with Good Distribution Practices (GDP), issued by a competent body for the distribution of medicines
- SILUM authorisation for the management of animal nutrition products
- Drug precursor storage licence
- Efficiency Network certification
- ISO certification
- Authorisation of physical import facilities for the storage of imported medicines in quarantine, prior to release, at the San Fernando de Henares and Parc Logístic centres

[3] Specifically, the companies audited are: Chemo Ibérica, Chemo India Formulation, PT Nufarindo, Ordain, Medical Valley, Airpharm S.L. and Airpharm Hungary.

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The Insud Pharma Group is aware of the strength that our Quality Culture conveys to all our employees and customers, which recognises quality not only as a compliance requirement but as a necessity that allows us to make better decisions that benefit our patients. Compliance with our quality standards is thus the responsibility of all Group employees.

1.9 Materiality assessment

GRI 3-1 (2021); GRI 3-2 (2021)

In 2024, the Group conducted a materiality assessment in collaboration with an external company, specialised in sustainability projects (Transcendent), relying on references, standards and regulatory frameworks such as GRI, the Spanish Non-Financial Information and Diversity Law 11/2018, and in anticipation of the requirements of Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 as regards corporate sustainability reporting (CSRD)[4].

This adaptation of the materiality assessment conducted in 2022 includes environmental, social and governance aspects, as well as the new CSRD requirement on the application of a dual perspective (double materiality): (1) impact materiality or incidence-based materiality and (2) financial materiality or financial relative importance[5].

1.9.1 Scope and methodology

The outline of the work, structured in four phases, each with a series of specific actions covering the identification of material ESG issues or topics, the identification and assessment of IROs for each of the topics, and the presentation of results in the form of a double materiality table or matrix, is shown in Table 1-3below. A summary of the results obtained in each of these four phases is provided in the last row.

[4] The current version of the CSRD is used as a base, taking into account that it is currently under review as part of the first package of the Omnibus Regulation

[5] impact on the environment and society, and financial effect on the company

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Table 1-3. Double materiality assessment

F1 Identification of material ESG topics	F2 Identification of Impacts, Risks and Opportunities (IROs) for each topic	F3 Assessment of IRO(S)	F4 Consolidation, analysis of results and presentation of results
▪ Identification of material topics. Based on existing assessment (2022) ▪ Expansion of material topics based on analysis of information from external sources, such as results from companies in the pharmaceutical and chemical sector and topics proposed by the CSRD regulation ▪ Comparison of 2022 with the findings of the external analysis and draw up a complete list of material topics	▪ Identification of IRO(S) in the 2022 NFIS, with a deeper understanding of the context of the Group's companies and geographies with direct and indirect presence (value chain) ▪ Review of interviews conducted in 2023 with 21 directors located in different geographies, in order to roll out the global ESG strategy ▪ Review of employee satisfaction survey results, 2023 ▪ Additional identification of IRO(S) from other industry sources	▪ Stakeholder consultations (internal and external) ▪ Assessment of the severity of identified IROs	▪ Analysis and consolidation of results ▪ Presentation of results in table format ▪ Reporting recommendations aligned with EFRAG-CSRD
Updated list of ESG topics by dimension relevant to the Group and its value chain	Preliminary list of impacts, risks and opportunities related to ESG topics	Double materiality assessment	Double materiality reporting table

Once the list of topics and their corresponding IRO(S), resulting from F1 and F2, has been drawn up , they are assessed according to the considerations included in Table 1-4 and Table 1-5, below (F3). This assessment is carried out via various consultations with internal and external stakeholders who are or could be affected. These stakeholders include: customers, suppliers and employees. In the case of employees, special consideration was given to experts from the Group's finance and risk departments.

For each IRO identified, a qualitative assessment is made taking into account the knowledge and experience of the participants in the consultations on the Group's operations. All factors are rated from 1 (low) to 3 (high).

Table 1-4. Considerations for assessing impacts

Factor	What is assessed	Applicable impacts
Scale	Severity (seriousness) of actual or future impact	Actual and potential; positive and negative
Scope	Number of individuals or perimeter affected	Actual and potential; positive and negative
Reversibility	Capacity (limits) for damage recovery	Actual and potential; negative
Likelihood	Likelihood of occurrence	Potential; positive and negative

Table 1-5. Considerations for assessing risks and opportunities

Factor	What is assessed
Type	Risk or opportunity
Magnitude	Severity (seriousness) of the financial effect of the risk or opportunity
Likelihood	Likelihood of occurrence

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Factor	What is assessed
Time frame	Short-term (1-2 years), medium-term (3-5 years) and long-term (more than 5 years)

Once the responses had been received, both impact materiality and financial materiality were consolidated. Consolidation was performed by taking into account the average of the results obtained for each of the factors assessed in each IRO (Table 1-4 and Table 1-5, above). Once the average was obtained for each IRO, it was assigned a degree of materiality, depending on the range in which the average value falls (Table 1-6).

Table 1-6. Degree of materiality ranked by severity

Degree of materiality	Severity | range
Lowest	0.0 - 0.6
Immaterial	0.6 - 1.2
Medium	1.2 - 1.8
Material	1.8 - 2.4
Critical	2.4 - 3.0

Finally, the degree of impact materiality and financial materiality is assigned to each of the ESG topics into which the IROs are grouped. Since a topic may have more than one IRO with different rankings, this allocation is carried out taking into account the rating of the IRO of highest materiality within each topic.

Once the results of the IRO assessment and the final assessment of each ESG topic have been consolidated, they are presented in summary table format for inclusion in the various performance reports.

1.9.2 Results

The result of the four phases shows a total of 18 material topics and 108 IROs, identified as follows:

- 4 environmental topics with 25 IROs: 9_I, 9_R and 7_O
- 10 social topics with 54 IROs:
  - 5 internal topics: 12_I, 10_R and 8_O
  - 5 external topics: 8_I, 11_I and 5_O
- 4 governance topics with 29 IROs: 7_I, 14_R, 8_O

An assessment in terms of double materiality, for each of the 18 topics, can be found in Table 1-7below. This table shows that:

- Among the four environmental topics, the most relevant topics from an impact perspective are energy use, the generation of CO_2 emissions, and the circularity approach in the use of materials and waste. From a financial point of view, water use also appears to be critical.
- All identified internal social impacts, including diversity, equal working conditions, talent attraction and retention, employee health and safety, and training, are considered critical from an impact perspective and financially material.
- In relation to external social impacts, the most relevant impact is access to medical products and services, followed by patient health and safety and transparency in our products and services.
- In terms of governance topics, innovation and product development stand out as the most material topics, followed by business ethics and compliance, and responsible management of the value chain.

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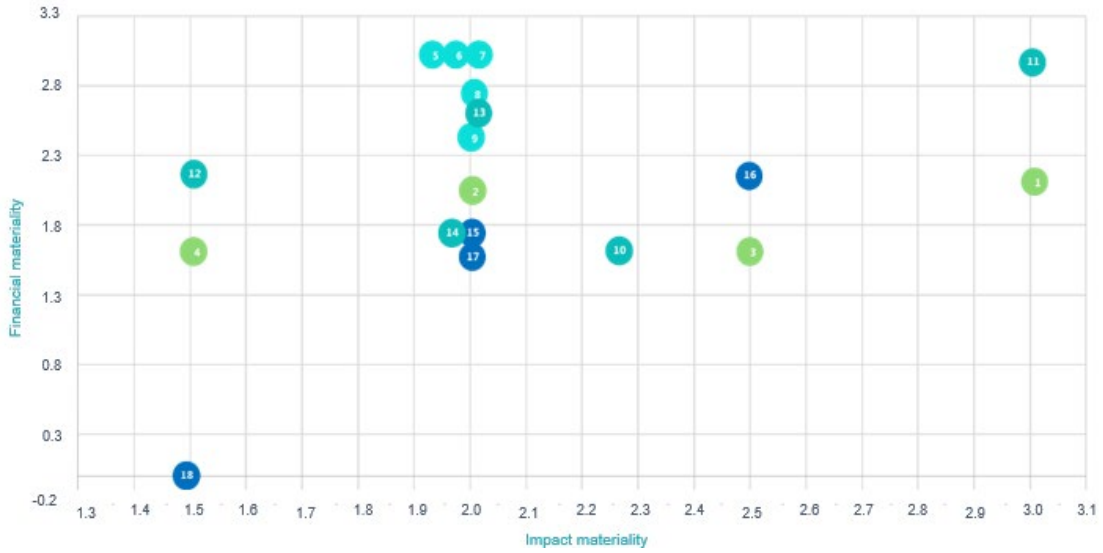
Table 1-7. Aggregate results. List of material topics ranked by degree of double materiality

ESG pillar	Material topic	Impact materiality	Financial materiality
ENVIRONMENT	1. Climate change: energy and CO2 emissions management	Significant	Critical
	2. Circular economy: use of materials and waste	Significant	Significant
	3. Water management	Average	Critical
	4. Pollution of products and services	Average	Average
SOCIAL: INTERNAL	5. Attracting and retaining talent	Critical	Significant
	6. Diversity (gender, disability, ethnicity, etc.)	Critical	Significant
	7. Equality of working conditions	Critical	Significant
	8. Employee and contractor health and safety	Critical	Significant
	9. Instruction and training for staff	Critical	Significant
SOCIAL: EXTERNAL	10. Patients' health and safety	Critical	Significant
	11. Access to medical products and services	Critical	Critical
	12. Privacy and security of customer data	Significant	Average
	13. Transparency in products/services	Critical	Significant
	14. Management of affected communities	Average	Significant
GOVERNANCE	15. Business ethics and compliance	Significant	Significant
	16. Corporate governance	Average	Average
	17. Innovation in product development	Average	Critical
	18. Responsible supply chain management	Significant	Significant



The double materiality assessment enables us to analyse ESG risks and opportunities that may affect the Insud Group. This allows us to take measures to mitigate risks and take advantage of opportunities, to improve our profitability and competitiveness. It also allows us to better understand our stakeholders' expectations and to boost our company's transparency through disclosure of ESG impacts, building stronger relationships based on trust.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

2 Environmental performance

2.1 Size of the organisation

GRI 3-3 (2021)

With regard to the environmental information included in this report, all of the Group's production plants are considered to be within the scope. These are (Table 2-1):

Table 2-1. Group production plants

Plant	ID	Country
Altian Pharma, S.A.	Altian	Guatemala
Chemo Biosynthesis, S.r.l.	Chemo Biosynthesis	Italy-Corana
Chemo India Formulation, PTV. Ltd.	Chemo India Formulation	India-Hyderabad
Exeltis Ilac Sanayi ve Ticaret, A.S.	Exeltis	Turkey-Çerkezköy
Industriale Chimica, S.r.l.	Industriale Chimica	Italy-Saronno
Laboratorios Farmalán, S.A.	Farmalán	Spain-León
Laboratorios León Farma, S.A.	León Farma	Spain-León
Laboratorios Liconsa, S.A.	Liconsa	Spain-Guadalajara
Ordain Health Care Global Pte, Ltd.	Ordain	India-Chennai
PT Nufarindo	Nufarindo	Indonesia-Semarang
Química Sintética, S.A.	Química Sintética	Spain-Madrid
Universal Farma, S.L.	Universal Farma	Spain-Guadalajara
Senador Laboratories Pvt, Ltd.	Senador or Ahmedabad and Sarigam	India–Gujarat

Total production volume (kg) in 2024 | 8,213 tonnes

For calculation purposes, and to account for variations in end products across different production plants, we have standardised the production unit based on the total kilograms produced. This applies regardless of whether it is an active pharmaceutical ingredient (API) or a final dosage form (FDF). Additionally, we consider only effective production – meaning the amount of product that can be marketed – while excluding non-compliant items and those obtained during tests and trials. Consequently, we count only the pharmaceutical product itself, excluding packaging materials (blister packs, bottles, etc.) and outer packaging (boxes, patient information leaflets, cartons etc.).

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2.2 Main impacts, risks and opportunities

GRI 2-23 (2021); GRI 3-3 (2021)

The main environmental impacts derived from the activity carried out by the organisation for the production centres are:

- Consumption of materials, energy and water; and
- Generation of emissions, effluents and waste.

With regard to noise pollution, one of the objectives of our environmental policy is to minimise the impact inherent to our manufacturing activity, in all environmental aspects. Environmental noise measurements are carried out at plants where required by the authorities.

With regard to light pollution, given the location of the different plants, their activity does not have a significant impact.

As will be explained in greater detail in section 2.6of this report, there are no direct impacts on biodiversity in the surroundings of the sites where the production activity takes place.

In terms of environmental risks, an environmental risk assessment (ERA) was carried out at the Química Sintética plant in 2019[6]. The activity of this plant falls within Annex I of the Revised Law on Integrated Pollution Prevention and Control (IPPC), specifically in section 4.5, which includes: "Chemical facilities that use chemical or biological processes for the manufacture of medicinal products." This implies that this activity is included in Annex III of Law 26/2007, which identifies activities with significant potential to cause environmental damage.

During the ERA, a detailed technical analysis was carried out on all possible initiating events that could lead to accidental scenarios with an impact on natural resources protected by Law 26/2007. These include, among others, leaks from equipment, burst pipes, overfilling of tanks, containment failures in loading and unloading areas, accidental discharges to the WWTP (waste water treatment plant), fires and torrential rainfall.

The facility has robust and redundant containment and control measures, including: watertight and oversized basins for above-ground and underground tanks, automatic leak detection and control via PLC, alarms and level control systems, an internal sewerage network separate from the general system, containment and homogenisation ponds, WWTP equipped mainly with primary (physical-chemical), secondary (biological) and tertiary (ultrafiltration by ceramic membranes) treatment systems, SCADA control and 24-hour^{-1} – 365-day^{-1} remote control by qualified personnel, specific emergency protocols, standard operating procedures (SOPs) for incident response, equipment inspection and discharge quality control.

Based on a systematic analysis of the identified accident scenarios and considering the effectiveness of existing containment measures, no scenario has been identified that could cause significant damage to the natural resources defined in Law 26/2007, as accidental discharges would be retained in systems designed to prevent any direct impact on soil, groundwater or protected species. All potential containment losses would be properly controlled by technical and organisational systems.

[6] In line with the obligations set out in Law 26/2007 on Environmental Responsibility.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
In accordance with article 28.a) of Law 26/2007, and based on the results of the environmental risk assessment carried out, the facility is not required to provide financial guarantees, as the accident scenarios associated with its activities do not pose significant risks to natural resources.

This ERA has been voluntarily reviewed in FY2024, with no changes observed in relation to the scenarios analysed in 2019.

2.2.1 Environmental management

The core principles for developing environmental management systems are established at Group level. These principles drive our commitment to integrating environmental protection into our product manufacturing processes, as outlined in the Insud Pharma Group's environmental policy.

The location of the different plants globally means that each one must comply with the specific environmental regulations of its country. For this reason, environmental management is carried out individually at each plant, ensuring compliance with the regulations, rules and standards applicable in each territory, which is a priority for the Group.

During 2024, the commitment to promoting a more cohesive and cross-cutting sustainability strategy throughout the organisation has been reinforced. To this end, a Health, Safety and Environment (HSE) director has been appointed, who sits on the ESG Board and leads the Environment Committee, as well as the various working groups focused on key areas such as energy efficiency, resource management and environmental regulatory issues (see 1above). This new structure responds to the growing relevance of environmental issues, and will make it possible to align efforts, share best practices and promote common projects with a global impact, without losing sight of the specific characteristics and requirements of each location, which will continue to be managed independently by each plant.

This commitment to the environment is also reflected in the application of the Horizon Code of Ethics, which is in force throughout the Group, as well as in environmental management in accordance with ISO14001. This standard is applied at the production plants of Química Sintética, Liconsa and León Farma (all in Spain), at the Industriale Chimica plant (Italy), at the Exeltis Ilaç plant (Turkey), and in Airpharm, our logistics company. Furthermore, the Química Sintética plant is subject to Integrated Environmental Authorisation (IEA), in accordance with Royal Legislative Decree 1/2016 of 16 December 2016, which approves the revised text of the Law on Integrated Pollution Prevention and Control.

With the implementation of ISO14001, we aim to achieve the following goals:

- Efficiently control resources, thus achieving savings in the consumption of resources, improving the efficiency of production processes, and reducing the amount of waste generated
- Ensure ongoing compliance with environmental legislation
- Ensure continuous improvement in environmental performance
- Reduce risk and increase opportunities for improvement in environmental management
- Improve our corporate image and thereby strengthen relations with our stakeholders, and
- Increase efficiency in day-to-day performance, favouring the improvement of processes.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

2.2.2 Environmental measures implemented in the organisation

For the Group, preventing environmental risks is a fundamental premise. This is why environmental management systems certified in accordance with ISO14001:2015 include a comprehensive risk assessment, the aim of which is to eliminate or minimise risks, always applying prevention measures based on Best Available Techniques (BAT) in each case. To assess the risk of occurrence of each and every possible risk, an assessment of all potential initiating events is carried out, from which different risk scenarios are constructed and assessed based on their likelihood of occurrence and possible adverse effects.

In plants that do not have a certified environmental management system, environmental risk assessment is approached in different ways. Examples include:

- Farmalán, included in the simplified assessment
- Universal Farma, in the environmental document
- Chemo India Formulation, in the audited environmental statement

During 2024, Química Sintética, Liconsa, León Farma, Industriale Chimica and Exeltis İlaç Sanayi ve Ticaret A.Ş were re-assessed by the Ecovadis platform, which helps manage risk and compliance in the areas of Environment, Safety, Human Resources, Ethics and Sustainable Procurement. Of note is the result for Química Sintética, which obtained an overall score of **72/100**, placing the plant in the **92nd percentile**, i.e., the score is equal to or higher than 92% of the companies assessed.

Furthermore, it is important to note that the Química Sintética plant participates in the voluntary Responsible Care initiative[7]. This is an initiative by the chemical sector to continuously improve the performance of its production activities and all its operations in accordance with the principles of Sustainable Development and CSR, promoted by the Spanish Federation of Chemical Industries (FEIQUE), through which it undertakes to "carry out its operations while continuously improving Health and Safety and Environmental protection."

Similarly, Airpharm's environmental performance is backed by ISO14001 environmental management certification, obtained in 2013. This certification has facilitated continuous improvement and reduced consumption, contributing to more efficient management and ensuring compliance with the demanding legal requirements applicable to its facilities. Airpharm employs various risk management methodologies, including:

- **FMEA** (Failure Mode and Effects Analysis): methodology used to classify and prioritise risks associated with different processes, considering three key factors: the severity of the potential failure, the likelihood of it occurring, and the likelihood of detection before it has an impact. This methodology is also used in the analysis of risks and opportunities in environmental management to assess the potential environmental risks and opportunities defined by the organisation. Control measures are also determined to mitigate the risks and opportunities identified and bring them to acceptable levels.
- **Risk ranking and filtering:** methodology used, among other applications, in validation processes to identify and prioritise worst-case scenarios within each process. This technique allows for the detection of situations with the highest potential for failure, which are selected as candidates for more detailed analysis. The aim is to anticipate possible deviations and implement measures that minimise the risk of them occurring.
- **HACCP (Hazard Analysis and Critical Control Points):** method used to examine critical processes and pinpoint areas where additional controls are necessary to prevent deviations.

[7] https://www.feique.org/programa-responsible-care/#:~:text=Responsible%20Care%20es%20la%20iniciativa,enfoque%20sostenible%20y%20socialmente%20responsable

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
These methodologies enable organisations to identify high-risk processes and implement control mechanisms to mitigate risks until they reach zero or acceptable levels according to their own standards.

In addition, the Group has a public liability policy with coverage of forty million euros (Euros 40 million) for cases of accidental contamination of soil, water or the atmosphere, provided that the cause is accidental, sudden, and unforeseen or unexpected by the insured party within national territory.

2.2.3 Noteworthy investments

€23.1M
Resources dedicated to environmental protection

The Group's firm commitment to installing innovative and efficient techniques aimed at increasing environmental protection is reflected in the high level of expenditure and investment it undertakes each year. Resources have been allocated to:

- Staff dedicated to environmental management
- Technical installations
- Machinery
- Information processing equipment
- Waste management
- Reagents involved in wastewater treatment
- Laboratory equipment
- Treatment of atmospheric emissions
- Voluntary and regulatory environmental controls (water, soil, gases, groundwater)
- Repairs and improvements
- Studies and improvement projects
- Audits
- Soil protection

2.3 Materials
GRI 301-1

2.3.1 Context

In order to carry out its production activities, the Group requires the supply of raw materials and resources from other organisations within its value chain (suppliers). For this reason, our environmental impacts associated with obtaining these materials and resources are indirect.

The consumption of resources and raw materials used in production occurs mainly in active production plants.

The Group uses processed products derived from other industries for the preparation and packaging of its products. These are mainly chemical products, such as active ingredients, excipients, reagents and solvents, as well as packaging material for the end product.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
The **raw materials** used by the plants in their production processes are listed below:

- **Solvents**: these are volatile organic compounds that do not undergo any chemical change, i.e., they neither transform nor react. Depending on the production activity of the plant, solvents, reagents or excipients are utilised during various phases of the production process. These include purification processes for extractions, centrifugation processes to dissolve active ingredients in formulation, and sterilisation of the API. Additionally, solvents serve as cleaning agents for equipment and tools.
- **Reagents**: substances that undergo a process of transformation or combination during the reaction, i.e. they are involved in the reaction.
- **Excipients**: non-active substances that constitute pharmaceutical formulations. Common examples include lactose, starch and food colouring.
- **Active ingredients**: these refer to the primary substances in medicines. They are responsible for the pharmacological effects of the medication.
- **Auxiliary materials**: these encompass raw materials that are not directly utilised in the manufacturing process. Examples include machine oils, cleaning products and reagents for wastewater neutralisation.
- Packaging and conditioning material.

In the specific case of Airpharm, it directly consumes the following resources in carrying out its activity:

- **Paper**: only DIN A4 paper is used for printing documents
- **Packaging** and **conditioning** material

The chemicals used in the manufacture of medicines are mostly obtained through chemical synthesis, a process in which different compounds react with each other under controlled conditions (temperature, pressure, catalysts, etc.) to form new active substances or intermediates necessary for pharmaceutical development.

This process allows for the controlled, large-scale production of APIs and other essential components that make up the final medicinal product.

Due to stringent regulatory requirements governing pharmaceutical production, the use of recycled or recovered materials is quite complex.

However, at one of our plants (Química Sintética), thanks to an advanced recovery system, some solvents can be recovered internally or through a tolling process and subsequently incorporated into the production process in compliance with the established quality specifications. It should be noted that certain plants reuse containers for waste collection.

In addition, all plants continuously conduct studies on the use of material resources, especially those that end up as waste, in order to reduce waste generation. Our commitment to continuous improvement underpins our activities, and our environmental policy serves as a key reference for setting objectives. Our goal is to minimise the environmental impacts generated by our operations, ensuring the least possible impact on the environment. We do this by optimising consumption through process improvements and leveraging support from our R&D centres.

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With regard to packaging and conditioning materials at Airpharm, the following is of note:

- Recyclable cardboard packaging is used to prepare orders or to replace original packaging that is damaged or does not carry the official approval code for the transport of dangerous goods, thus ensuring its correct delivery to the end customer.
- The consumption of stretch plastic film is recorded in manual-use reels (rolls of stretch film), which allows for practical and standardised control of its use. This system facilitates both inventory management and monitoring of the volume of plastic consumed, which helps to assess environmental impact and establish possible reduction measures.
- This includes dataloggers and geolocators: devices that record temperature data (dataloggers) and, additionally, exposure to light and geographical location (geolocators), used in the transport of pharmaceutical products.
- In 2024, individual cold accumulators were recorded for certain customer operations. However, it is not possible to account for all the accumulators used in temperature control systems, as many are supplied in internal kits whose contents vary depending on the configuration and size of the insulated containers.

2.3.2 Indicators

Table 2-2. Materials used

Material	t_2023	t_2024		External or internal	Estimated or direct
Solvents	14 308	16 359	↑	External	Direct
Reagents	2 753	2 430	↓	External	Direct
Active ingredients	685	1 728	↑	Internal and external[8]	Direct
Excipients	5 777	6 922	↑	External	Direct
Packaging materials	5 242	11 617	↑	External	Direct

Table 2-3. Packaging materials (Airpharm)

		2023		2024			
Source	Type	Units	t	Units		t	
Recyclable	Packaging	13 195	7.16	6 200	↓	4.91	↓
Recyclable	Paper	2 020	5.03	1 740	↓	4.32	↓
Not recyclable	Temperature-controlled shipping boxes	2 397	41.46	3 500	↑	57.48	↑
Not recyclable	Cold accumulators	14 710	35.38	2 880	↓	7.24	↓
Not recyclable	Dataloggers	11 854	0.87	15 240	↑	1.09	↑
Not recyclable	Stretch film	3 756	33.45	1 490	↓	6.60	↓
Not recyclable	Thermal blankets	635	4.90	4 923	↑	38.33	↑

The tables above (Table 2-2 and Table 2-3) list the main materials used for production and packaging during the last two years. These materials are reported grouped by number of units and weight (tonnes). On the data reported:

- **Raw materials** (natural resources used to transform them into products or services, i.e., those that form the basis of the synthesis process, such as the starting molecule used to develop pharmaceuticals) do not include metals, minerals or wood.

[8] They may come from both internal suppliers (within the same group) and external suppliers.

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- **Process-related materials** (essential materials for the manufacturing process, but which are not part of the end product, such as lubricants for production machinery). Most process-related materials, which are not part of the end product, metal catalysts, solvents or reaction agents.
- **Packaging materials**, including paper, cardboard and plastics. There has been a significant increase in the use of packaging materials (Table 2-2), especially at the Altian Pharma plants due to growth in production, and at Farmálan, whose plant has only been in operation for a few years and has not yet reached full capacity.

2.4 Energy

GRI 201-2; GRI-3-3 (2021); GRI 302-1 (2021)

2.4.1 Context

Energy consumption is deemed a material topic for the Group, given the substantial demand for energy

required by its production processes.

The impact of energy consumption stems from the manufacturing activities at the plants. Energy, both electricity and different types of fuel, is used to power production, lighting and HVAC (heating, ventilation and air conditioning), as well as various types of fuel (natural gas, LPG) for the boilers used mainly to generate steam.

Due to the close proximity of certain production plants, resource sharing is feasible, for instance, industrial steam used in the production process and HVAC. This method is shared between Liconsa and Universal Farma, as well as between León and Farmalán. Consequently, material energy consumption data is reported jointly for these plants.

However, it is worth noting that since 1 January 2021, 100% of the electricity supply for the plants in Spain (Liconsa, Universal Farma, León Farma, Farmalán and Química Sintética) comes from renewable sources. In 2024, the Italian plants (Industriale Chimica and Chemo Biosynthesis) signed up to this commitment, leading to 100% renewable energy consumption at all the Group's plants in Europe.

The impact resulting from electricity consumption arises from electricity generated from various sources and distributed by supply companies via the electricity grid.

2.4.2 Group measures to reduce energy consumption

- Conducting energy audits at all national plants affected by Royal Decree 56/2016 of 12 February 2016, transposing Directive 2012/27/EU of the European Parliament and of the Council of 25 October 2012 on energy efficiency, with regard to energy audits, accreditation of service providers and energy auditors and the promotion of energy supply efficiency, as well as the gradual implementation of the energy consumption reduction measures proposed in the audits. The Química Sintética, Liconsa and León Farma plants renewed their energy audits in 2024.
- Consuming natural gas, which is more efficient and has lower emissions than other fossil fuels such as diesel.
- Reducing energy demand. In accordance with the principle of conserving energy, insulation measures are implemented on the buildings' envelope (walls, floors, roofs, glazing, façades and carpentry), in compliance with the regulatory framework of the CTE. The original design features of the buildings already took this principle into account.
- Habitability. Based on factors that leverage the orientation of buildings to ensure the required thermal contribution during the winter periods, using solar capture and protection systems on verandas, terraces, and other areas.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

- Energy Efficiency. By using a steam boiler for domestic hot water production, which covers 100% of the demand using high-performance boilers and thermostatic control systems to control the temperature and optimise thermal production.
- The HVAC systems use VRV technology, enabling intelligent HVAC by means of variable refrigerant flow, ensuring that individual control of each zone is maintained. This system provides a comprehensive solution for heating, cooling, ventilation, air curtains and centralised control.
- LED technology is generally used for lighting, resulting in a significant reduction in electricity consumption. It is the only lighting technology used in new extensions, and significant investment is gradually replacing traditional lighting in other existing areas.

2.4.3 Measures by production plant to reduce energy consumption

2024 | 3,919 MWh saved

Table 2-4. Energy savings in Spain | 2024

Plant	Energy savings kWh
Liconsa	2 360
Universal	191 770
León Farma	1 331 383
Farmalán	34 848

Liconsa: 100% of the electricity consumed at these facilities comes from renewable sources, both from energy generated internally through the solar panel modules installed and from purchased energy. Of this total, 38,471 MWh was purchased energy, while 1,013 MWh was generated on-site via solar panels, equivalent to self-consumption of approximately 2%.

During 2024, a number of initiatives were carried out focused on improving energy efficiency. The most significant measures, which contributed to a total energy saving of 2,360 MWh, include the replacement of the boiler, which incorporated an economiser, the automation of the sludge and salt purges, and the installation of a modulating burner, which has resulted in more efficient control of fuel consumption.

Beyond the quantifiable savings, efforts continue to promote implementation of the improvements identified in the energy audit carried out in 2020. Likewise, investment continues to be made in replacing lighting fixtures in the production areas with LED lighting systems, in order to improve energy efficiency.

At the same time, new equipment and tools have been incorporated to enhance post-manufacturing quality control. These devices allow for early detection of possible quality defects in the end product, preventing dispatch and allowing for efficient correction of the process. This measure contributes to a significant reduction in the consumption of resources, energy - both in manufacturing and logistics - and waste generation, thereby optimising process efficiency and reducing the environmental impact of operations.

Universal: measures implemented at the Universal plant in 2024 have generated savings of 192 MWh. Among the most important measures, the pre-cooling coil valve of the Air Handling Units (AHU) was checked and an audit of the steam system was carried out, which made it possible to identify and implement a number of energy-saving measures. Additionally, leaks in the steam system were repaired by the maintenance team. To improve climate control and prevent unwarranted adjustments to settings, protective covers were installed on the thermostats. Finally, a preliminary audit of the compressed air system was conducted to assess its efficiency and pinpoint potential areas for improvement.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
León Farma and **Farmalán**: More than 1,500 solar panels have been installed on the roofs of the plant and on the car park canopies. Of the total energy consumed, 14,407 MWh corresponds to purchased energy, while approximately 1,000 MWh comes from this photovoltaic generation, representing approximately 6% of total consumption. As a result, CO_2 emissions associated with the electricity consumed by León Farma and Farmalán are zero.

In addition, four parking spaces with charging points for electric vehicles have been made available free of charge to employees who use plug-in hybrid or fully electric cars.

In terms of energy efficiency, all lighting in the new areas (such as office extensions), and in those areas where modifications have been made, has been installed using LED technology. This technology reduces electricity consumption and increases durability, also contributing to the reduction of waste generated by conventional fluorescent tubes. Movement sensors have also been installed in passageways to optimise energy consumption by switching off lights in areas where there are no workers.

In 2024, León Farma and Farmalán achieved energy savings of 1,366 MWh thanks to the implementation of various measures aimed at improving energy efficiency. The most noteworthy measures include the installation of high-efficiency motors in the AHUs, an audit of the steam system, the repair of a leak in the safety valve of the water reduction station, and the replacement of safety valves at key points in the steam system. Additionally, a bypass was installed in the condensate tank, allowing for future optimisations without needing to shut down the boilers, along with the fitting of insulation blankets on system components that require regular maintenance.

In 2024, and for the first time, the plants located in Italy (**Industriale Chimica** and **Chemo Biosynthesis**) adopted a 100% renewable energy consumption model. Moreover, Industriale Chimica has made a significant investment in improving energy efficiency by replacing an old chiller with a more efficient one and replacing an obsolete refrigeration unit with a higher-performance model. These measures contribute to optimised energy resources and improved production processes. In addition, other smaller investments were made aimed at reducing gas emissions.

At the **Ordain India** plant, variable frequency drives (VFD) were installed in the air handling and dehumidification units to optimise energy consumption and reduce emissions. These devices automatically adjust the speed of the motors based on demand, allowing for more efficient use of energy and avoiding unnecessary consumption. All low-energy light bulbs (CFLs) have been replaced with LED lighting, helping to reduce not only energy consumption but also the impact on global warming.

In 2024, the **Altian Pharma** plant maintained its contract with the energy provider Solaris, S.A., which supplies electricity to the plant. Due to the high demand for energy in the country, the supply from this provider is made up of 50% clean energy and 50% coal-generated energy. Lighting in the office areas was also replaced with more energy-efficient LED lighting systems.

During 2024, several initiatives have been carried out to improve energy efficiency at **Exeltis Turkey**. Among them, the Solar Panel Installation Project, which is continuing to move forward in line with the previously planned phases. A "LED Lighting Conversion Project" is also underway at the facilities. To date, 25% of the CFL lamps have been replaced with LED technology, resulting in an estimated energy saving of 25,000 kWh. An additional 25% is planned to be replaced by the end of the year, which would lead to cumulative savings of approximately 40,000 kWh, thus reinforcing our commitment to energy efficiency and sustainability.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
At the **PT Nufarindo** plant, upgrades to improve energy efficiency in 2024 include adjusting the operating pressure of the boiler according to heat requirements, leading to a reduction in fuel consumption. Electricity consumption has also been optimised through the use of a variable-speed compressor, configured based on the pressure required by the production machinery. In addition, production has been reorganised to concentrate operations in the first and third shifts, minimising activity in the second shift, which coincides with peak energy demand. Finally, the plant continues to focus on ongoing improvement by installing LED lighting systems in offices and warehouses, contributing to the reduction of the plant's overall energy consumption.

At the **Chemo India Formulation** plant solar panels are used to cover part of the energy needs, reaching a total generation of 229,205 kWh of solar renewable energy in 2024, and representing approximately 7.12% of total electricity consumption for the year, the remainder being covered by non-renewable electricity purchased from the grid (3,221 MkWh). Additionally, in 2024, energy efficiency improvements were made at the industrial facilities. These include the replacement of the belt drive system with a direct drive system in both cooling towers (500 TR capacity), making it possible to eliminate breakdowns during the year and achieving an estimated energy saving of 5%, equivalent to 3,500 kWh per year. Finally, VDFs were installed in 13 dust collectors, allowing the extraction volume to be adjusted according to the actual process requirements in the production areas, thus optimising energy consumption and contributing to more sustainable operations.

Airpharm's former office located in Torre Auditori (Barcelona) had an A energy rating and BREEAM® "Very Good" certification, standing out for its sustainability, functionality, and energy efficiency. In July 2024 the offices were relocated to the SABA Building, also in Barcelona, which has BREEAM® "Good" certification, therefore maintaining its commitment to a sustainable working environment. Likewise, the Barcelona warehouse has the same certification, reinforcing the environmental focus of the facilities. The Valencia office building uses 100% renewable energy to supply hot water as a result of solar panels installed on its roof.

In terms of fuel consumption, most of the vehicles used by Airpharm are leased. However, it owns two vans - one located in Barcelona and another in León, both with green environmental label C, placing them within the top 50% of the most efficient vehicles on the road. These vans run on diesel with no biodiesel blend. In addition, in 2024 the Company has four plug-in hybrid cars in use, with an expected 12,000 km of travel per year.

2.4.4 Indicators

GRI 302-1 (2021)

Table 2-5. Global energy consumption within the organisation | 2024

Source	MWh_2023	MWh_2024	
Natural Gas	93,949.81	107,296.15	↑
Fuel Oil	628.12	656.93	↑
LPG	844.15	18.29	↓
Diesel	831.75	4,859.06	↑
Electricity : Renewable (purchased)	49,719	79,511.13	↑
Electricity | Non-renewable (purchased)	34,276	31,761.60	↓
Electricity | Renewable (solar)	---[9]	2,242.41	
TOTAL	180,248.83	**226,345.66**	↑

[9] No data for the energy generated in 2023 was reported, which in our case refers to solar renewable energy produced by photovoltaic panels at Liconsa, León Farma and Chemo India Formulation.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
Energy consumption has increased significantly in 2024 (from ±180,250 to 226,350 kWh), mainly due to the inclusion of Senador's plants in India in the 2024 perimeter.

In parallel to the rise in total energy consumption, there has also been a 28% increase in the consumption of electricity from renewable sources. This hike is due to the fact that all production plants in Europe - which account for more than 75% of the Group's total energy consumption - use exclusively renewable energy.

2.5 Water

GRI 303-1; GRI 303-2; GRI 303-5

2.5.1 Context

Water consumption is deemed a topic of major importance for the Group, as it is an essential natural resource for living beings and for the Group's production activity.

The majority of water usage occurs during the various production phases, as well as equipment cleaning, and ancillary processes (boilers, refrigeration, others). Process water undergoes different forms of treatment to meet the specifications required for each production process.

Reducing water consumption is a key corporate goal. To achieve this, the primary measures adopted are as follows:

- Continuous study and implementation of improvements to optimise cleaning and production processes, thereby reducing water usage
- Production is organised through campaigns with a view to reducing the number of cleaning sessions required and, consequently, the water consumed during these processes, depending on the available budget and production forecasts
- Awareness-raising campaigns to conserve water among employees continue to be carried out within the Group.

2.5.2 Water consumption reduction measures by production plant

At the **Liconsa** plant, waste water from the treatment plant is dedicated to non-manufacturing uses, such as irrigation. Although this water is unsuitable for production, it comes from the mains drinking water supply, which ensures its suitability for such uses. This approach not only avoids discharging significant amounts of clean water, it also reduces the need for additional water for irrigation purposes, thereby contributing to a rational and sustainable use of water resources.

There is a comprehensive water conservation strategy in place at the **Ordain** plant that ensures minimum waste and the maximum reuse of water resources. Treated water from the Effluent Treatment Plant (ETP) and Wastewater Treatment Plant (WWTP) is efficiently recycled within the facility's extensive gardens. During periods of excess rainfall, any surplus treated water is stored in tanks for future use, enabling the facility to achieve zero discharge. This innovative water reuse initiative not only aligns with circular economy principles but also contributes to sustainable water management practices by ensuring a closed water consumption loop.

At the **Altian Pharma** plant, in addition to the repairs carried out on water pipes and taps to prevent occasional dripping, as well as the implementation of a more eco-friendly washing procedure to conserve water, staff continue to receive training on topics tied to the proper use of water. The aim is to raise-awareness around waste management and care for the environment, fostering a rational use of resources, water included, by all employees.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
At the **Exeltis Ilaç** plant in Turkey, work is ongoing to optimise the production process by means of campaigns, which reduce the amount of cleaning required. Moreover, equipment is only cleaned when it has been idle for more than two hours.

Similarly, at the **Industriale Chimica** plant, an ongoing study was conducted in 2024 which led to the introduction of improvements focused on optimising the cleaning and production processes, all with a view to reducing water consumption. In addition, there is a trend towards campaign-based manufacturing, which, among other benefits, helps to reduce the frequency of cleaning and therefore the use of water in these activities.

The **Nufarino** plant recorded a significant reduction in consumption and associated water usage costs in 2024 thanks to the implementation of a water efficiency programme. This programme started with a data collection phase, comparing the volume of water supplied (both from the municipal supply and from wells) with the actual consumption for domestic and production uses, thus identifying possible deviations. Pressure tests were also carried out on the distribution pipes to detect possible leaks or inefficiencies. From this analysis, simple but effective measures were designed and rolled out to optimise usage of this resource, based on the deviations identified. These initiatives complement the improvements introduced in 2023, such as the replacement of the silica removal system with a demineralisation system that uses electricity, which reduced waste water discharge in the purification process by 30%.

At the **Química Sintética** plant, an internal remote metering tool was implemented to manage and control water consumption by zones, allowing for more effective monitoring of this resource and addressing any abnormal usage. Additionally, transitioning from on-demand manufacturing to campaign-based manufacturing significantly reduced resource consumption, leading to a drastic decrease in cleaning frequency. Since implementing these control and minimisation measures in 2017, water consumption has decreased by 43% (2023 vs. 2017).

Currently, as part of our continuous improvement efforts to reduce resource consumption, the **Química Sintética** plant is actively engaged in a project aimed at achieving zero discharge. To achieve this, tertiary equipment has been installed for the ultrafiltration of water treated at the WWTP. The ultimate goal is to reuse this treated water for ancillary, non-manufacturing purposes. Water reuse is a fundamental aspect of water resource management on this "blue planet" of ours. Of particular interest since the mid-20th century is planned reuse, also known simply as reuse.

As part of this zero discharge project and the subsequent reuse of water in ancillary, non-manufacturing processes, in the second half of 2023 and concluding in 2024, an industrial pilot scheme was launched that used discharged water. This process employed electro-oxidative techniques, based on the oxidation of reducing molecular entities, such as ammonium and sulphates, as well as organic material (COD), by means of free radicals such as hydroxyl or hydrogen peroxide.

With the same goal of zero discharge and the reuse of treated water, pilot tests with ozone (ozonation) were carried out in the second half of 2024. This process consisted of generating ozone to remove the organic matter present in treated water.

The volume of water withdrawn (no more than 5% annually from the waterbody) does not impact protected areas or biodiversity. Consequently, the organisation's activities do not affect water sources (GRI 303-2: Water sources significantly affected by withdrawal of water).

While the organisation does not recycle water for its internal reuse, there are ongoing projects to explore this avenue (GRI 303-3: Recycled and reused water).

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

2.5.3 Indicators

Table 2-6. Water consumed within the organisation | 2024

Source of the resource	m^3_2023	m^3_2024		Source of the data
Surface water included in wetlands, rivers, lakes and oceans	4 536	4 444	↓	Meter readings
Groundwater	480 065	457 542	↓	Meter readings
Rain water collected and stored directly by the organisation	252	230	↓	Meter readings
Waste water from another organisation	-	-		
Municipal water supplies or other public or private water services	473 445	589 350	↑	Billing
TOTAL	958 298	1 051 566	↑	

2.6 Biodiversity

GRI 3-3 (2021)

Biodiversity has not been identified as an important topic in the Group's materiality assessment. Given the locations of the production facilities, no significant risk of a direct impact on biodiversity has been envisaged.

As regards Spain specifically, and as reflected in the technical documentation drawn up to secure the corresponding environmental authorisations (Integrated Environmental Authorisation (IEA) and the Environmental Impact Assessment (EIA), among others), none of the organisation's owned, leased, or managed facilities are located within or adjacent to protected areas or areas of high ecological value that may lie outside of protected zones.

For the remaining production centres, a preliminary assessment has been conducted based on information available in Key Biodiversity Areas (KBA)[10], a global initiative launched by the International Union for Conservation of Nature (IUCN) which identifies areas of critical importance for the conservation of biodiversity worldwide. These areas are determined by scientific criteria, which are grouped into five main categories:

- Threatened biodiversity
- Geographically restricted biodiversity
- Ecological integrity
- Key biological processes
- Irreplaceability

The results indicate that none of the Group's sites are located within or in the vicinity of a KBA, suggesting a low direct risk to sensitive habitats or endangered species. It has not therefore been necessary to put in place specific environmental protection or restoration measures due to the location of the Group's operations.

This initial assessment has enabled the Group to gain a preliminary overview of biodiversity-related risks. From 2025 onwards, the Group plans to carry out more in-depth analysis to identify dependencies, impacts and critical points from both an operational and strategic point of view, and to gradually integrate biodiversity into the Group's overall sustainability management.

[10] https://www.keybiodiversityareas.org/

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

2.7 Air quality and climate change emissions

GRI 201-2; GRI 3-3 (2021); GRI 305-1; GRI 305-2

2.7.1 Context

Emissions of pollutants and their impact on climate change represent a significant environmental concern for the Group, primarily due to combustion emissions from boilers.

These emissions are the direct result of fuel consumption and the indirect result of electricity usage. To mitigate the environmental impact, the organisation prioritises the adoption of Best Available Techniques across all plants, whether implemented through Integrated Environmental Authorisations or other means.

Given the diverse production activities at each plant, along with varying energy consumption and equipment, establishing common global objectives is not feasible. Instead, each plant defines its own emission reduction measures as needed. However, certain plants have pre-defined specific reduction plans and are implementing measures adapted to their operational reality.

At Group level, a commitment has been made to roll out a decarbonisation plan in line with the Paris Agreement goal of limiting the global temperature increase to 1.5ºC. Therefore, at the end of 2024, work began on developing a global emissions reduction plan which, depending on the consumption and impacts of each facility, will take specific measures to tackle climate change. This plan will be implemented progressively, starting with the production plants.

The values reported here relate to direct and indirect CO_2 emissions from electricity consumption, as the rest of the Group's indirect emissions are not deemed significant compared to the emissions generated directly in the production process.

No biogenic CO2 emissions are produced.

As a general rule, production plants do not emit ozone-depleting fluorinated gases. However, this potential risk could arise in the rare event of refrigeration equipment leaks. To mitigate such occurrences, we implement internal maintenance plans and conduct leak checks carried out by authorised maintenance companies. Consequently, the indicator GRI 305-6 (Emissions of ozone-depleting substances (ODS)) does not apply.

In Spain, our plants adhere to various authorisations regarding atmospheric emissions: (Table 2-7):

Table 2-7. Authorisations related to atmospheric emissions | Spain

Authorisation	Química Sintética	Universal Farma	Liconsa	León Farma	Farmalán
AAI-IPCC (Law/2002)	■				
Potentially air polluting activities (R.D. 100/2011)	■		■	■	
COV (R.D. 117/2003)	■		■		
E-PRTR (R.D. 508/2007)	■				
Regulation (EC) No 1005/2009 on substances that deplete the ozone layer	■	■	■	■	■

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
It is important to note that the Exeltis Turkey plant is exempt from specific rules and regulations related to greenhouse gas emissions. This is because the total thermal capacity of the combustion units responsible for these emissions at the plant is below 10 MW, which is under the threshold set by current environmental regulations.

The Group's Environmental Policy mandates measures to minimise emissions resulting from its activities, ensuring that emission values consistently remain below legal limits.

2.7.2 Corporate measures implemented to reduce pollutant emissions:

- The organisation avails of Best Available Techniques (BAT).
- All production processes that may or could be associated with the emission of pollutants into the atmosphere are either equipped with or connected to a treatment system designed to prevent or minimise such atmospheric emissions.
- The Insud Pharma Group is committed to reducing greenhouse gases. To achieve this, it uses either natural gas or liquefied petroleum gases as fuels, which significantly reduce emissions of carbon dioxide (CO_2) and nitrous oxides (NOx), the primary gases responsible for climate change.
- Our high-efficiency combustion boilers feature thermostatic control systems to optimise temperature and thermal production.
- Our emissions treatment equipment is both highly efficient and has proven to be effective. Absolute filters ensure that, when functioning correctly, no particles are detectable in the emissions.

The effectiveness of measures to reduce atmospheric emissions is evident in the results of both voluntary and regulatory environmental controls, consistently keeping all parameters below the maximum legal limits.

Furthermore, it is worth highlighting an agreement with the electricity supplier that ensures that all energy that has been provided to the plants in Spain since January 2021 is from renewable sources. As a result, CO_2 generation associated with electricity consumption has been completely eliminated, leading to an overall CO_2 reduction of between 30% and 50%.

2.7.3 Measures to reduce pollutant emissions implemented by plant:

Química Sintética Plant (Spain). Firstly, we distinguish between two types of pollutant emissions: diffuse and concentrated. These emissions are treated separately to ensure robust environmental protection in the realm of atmospheric emissions.

Diffuse emissions are channelled through a propylene pipe to scrubber towers. In these towers, liquid and gaseous phases come into contact via fillers with a large specific surface area and low pressure drop. This enables high absorption efficiency and low energy consumption during operation, even with moderate liquid loads.

For treating concentrated emissions from the main production equipment, we employ an efficient system consisting of condensation using condensers integrated into key equipment like reactors and vacuum dryers. The condensed emissions then undergo treatment in absorption/neutralisation columns, which function as gas scrubbers. Volatile Organic Compound (VOCs) traces flow into the general treatment line, directed towards two series-connected condensers operating at sub-zero temperatures. These condensers allow the condensation of any remaining gases not eliminated in the initial stage. Lastly, to optimise emissions, the plant is equipped with a high-efficiency cryogenic condenser, achieved through liquid nitrogen at -110°C. This ensures that all solvents are condensed when passing their condensation point, therefore guaranteeing that the emitted gas stream is purified.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
The gas emission treatment project is continuously evolving. Thanks to enhancements in production processes and facilities, the flow treated in the cryogenic condenser has significantly decreased. As a result, we can now treat both concentrated emissions from key production equipment (such as reactors, centrifuges, and dryers) and minor diffuse emissions, such as those generated during the handling of packaged solvents, without compromising the quality of emissions released into the atmosphere from the cryogenic condenser. Consequently, an emission source reduction project has been underway since the first quarter of 2021. Through the optimisation of atmospheric emissions treatment and a reduction in emitting sources, we successfully decreased the number of emitting sources from five in 2021 to two in 2023. This trend consolidated in 2024. This progress reflects an ongoing commitment to improving the efficiency of emission treatment systems and minimising the environmental impact of the plant.

PT Nufarindo Plant: Steam boilers are now used for producing hot water for sanitary facilities. These high-performance boilers incorporate pressure control systems tailored to regulate the required temperature and optimise thermal production. This production satisfies 100% of the demand. Additionally, we conduct periodic emissions tests every six months in compliance with regulations to assess the quality of gas emissions. Furthermore, we fine-tune combustion air adjustments for boilers and generators to minimise CO_2 content.

Industriale Chimica Plant: In 2024, a chiller and a refrigeration unit have been replaced with more efficient equipment, and other investments have been made to reduce GHG emissions, in addition to the recent renovation of the emission treatment systems, which includes a cryogenic pre-treatment stage and three stages of activated carbon as a final barrier before emission into the atmosphere.

Ordain Plant: Rigorous control is maintained over the emissions generated at the facilities. To this end, regular onsite inspections of the equipment installed are carried out, paying particular attention to the cleanliness of the fins, where dust can accumulate and affect the performance of the system. Continuous maintenance of emission control devices is also carried out to ensure they function optimally. Regular cleaning of filters is key to preventing the release of harmful particles or compounds into the environment. In areas where coating processes are carried out, the installed scrubbers allow an effective reduction of emissions from these processes.

In addition, as part of the initiatives to reduce the environmental impact, we have begun the process of replacing the diesel boiler with an LPG boiler, a cleaner alternative that contributes to a significant reduction in greenhouse gas emissions associated with heat generation in industrial processes.

Liconsa Plant: specific technologies are used to treat emissions of VOCs generated during the production of pharmaceutical forms containing solvents such as acetone, ethanol, and methylene chloride. Currently, a regenerative thermal oxidiser (RTO) is used to treat these emissions. This equipment purifies polluted air streams by means of a high-temperature oxidation process, removing up to 99% of the pollutant load. The oxidation is carried out in a specially designed chamber, where the compounds are thermally decomposed under controlled conditions of temperature and residence time. In cases where pollutants do not generate sufficient heat on their own, natural gas is used as a supplementary energy source. Furthermore, the RTO system features a heat recovery system that uses ceramic fillers to significantly improve the energy efficiency of the process, as it reuses this heat to pre-heat the air in subsequent cycles.

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Airpharm: the most notable measures taken by Airpharm in 2024 to reduce pollutant emissions are as follows:

- Optimisation of the HVAC and lighting equipment in warehouses.
- Environmental trend review for certain suppliers
- Availability of an electric vehicle
- Incorporation of new plug-in hybrid vehicles

2.7.4 Indicators

GRI 305-1; GRI 305-2

Table 2-8. Emissions

Scope 1 emissions	KWh	Emissions (tCO_2e)
Scope 1 (2024) [1]	**112 830 424.48** ↑	**20 965.95** ↑
Scope 1 (2023)	*96 253 821.69*	*19 637.45*
Scope 2 (2024) [2]	**31 761 618.13** ↓	**25 128.62** ↑
Scope 2 (2023)	*34 275 663.19*	*13 836.04* [3]

Scope 2 emissions in 2024 have increased significantly compared to 2023, mainly due to the increase in energy consumption at the plants in India from 4 229.82 MWh to 22 664 MWh following the incorporation of the Senador plants. This increase, combined with a high emission factor in that region (0.93 $kgCO_2e/kWh$), has contributed significantly to the overall rise.

[1] emissions from natural gas, diesel and liquefied petroleum gas-fired boilers. The calculation is based on conversion factors obtained from DEFRA (Department for Environment, Food and Rural Affairs, UK)

[2]The conversion factor available on the official website of the Carbon Database Initiative (CaDI) 2024:"Greenhouse Gas Emissions Factors for International Grid Electricity" (calculated from the fuel mix) has been used. Available at: www.carbondi.com for all plants except Spain, where MITECO emission factors for 2024 are used.

[3] Emissions for 2023 do not match those shown in the previous report (14 040.05 tCO_2e), as the International Energy Agency (IEA) factors have been updated in line with the Carbon Database Initiative (CaDI) 2024: "Greenhouse Gas Emissions Factors for International Grid Electricity" database, calculated on the basis of the fuel mix used in each country.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

2.8 Effluents and waste

GRI 306-1; GRI 306-2; GRI 306-3 to 306-5

2.8.1 Context

Waste generation is also a material topic for the Group because the production process generates different types of waste that must be managed correctly in order to minimise their potential impact on the environment.

2.8.2 Effluents

Effluent discharge is a material topic for the Group because, due to its activity, contaminated process water is produced that could have a negative effect on the environment if not properly treated.

There are three types of wastewater:

- Industrial
- Rainwater
- Sanitary

Each of the production plants has a method for treating the wastewater generated based on the characteristics of its activity.

2.8.3 Effluent treatment measures by plant

Chemo India Formulation: To improve the treatment of wastewater generated in the laboratory and production areas, a system consisting of a pressure sand filter (PSF) and an activated carbon filter (ACF) was implemented. The PSF acts as a first physical barrier, using a bed of sand and gravel of different grain sizes to retain sediments and large particles in the effluent. The water then passes through the ACF, which contains granular activated carbon capable of adsorbing potentially hazardous organic compounds and pollutants, thus significantly improving water quality. Once filtered, the water is further treated with ozone, which ensures effective disinfection prior to reuse for irrigation of green areas.

Química Sintética plant: Its environmental policy is integrated into Química Sintética's environmental management system, which has been certified since June 2015 in accordance with ISO 14001, a benchmark international standard, thus reaffirming Química Sintética's commitment to environmental protection.

Biodegradable wastewater, sanitary wastewater and rainwater are treated in the plant's existing WWTP. Process water that is not biodegradable or cannot be treated in the treatment plant due to its high organic load or salt content is managed externally as waste through an authorised manager.

The plant itself has a retention tank. The sewerage system is routed so that any discharge is treated in the WWTP, which avoids any negative environmental effects outside the plant or on the integrated sewerage system. Over the years, improvements have been made to the Química Sintética water treatment plant. The following is an update on the treatment system.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

- WATER LINE
  - Workshop basins: with a capacity of 50 m^3, they act as a settling tank and as a first line of defence against possible uncontrolled discharges.
  - Homogenisation: This is a covered and closed basin with a capacity of more than 800,000 litres that retains rainwater when there is heavy flow, accidental large-volume discharges or water treated at the WWTP that does not comply with the values established for discharge into the sewerage system. It is usually empty.
  - Temporary storage tank for the water to be fed to the bioreactors. DE-568. From the workshop basins, the water is pumped into a closed, watertight 18,000 litre tank called DE-568. The water is then transferred from this tank to physical-chemical treatment using a level-controlled pump installed in the tank.
  - Physical-chemical treatment (P/C): Physical-chemical treatment is designed to remove suspended and colloidal matter from wastewater entering the WWTP for treatment.
  - RB0 is equipped with two oxygenation systems called ISO. They are surface-mounted and keep all the mixed liquor in agitation and oxygenate the reactor.
  - RB1 and RB2 also have two ISO units each, and each of these reactors also has a backup unit called MIXFLOW. A Mixflow V9 capable of recirculating 900 $m^3 \cdot h^{-1}$ of mixed liquor is installed in RB1. A Mixflow V5 capable of recirculating 500 $m^3 \cdot h^{-1}$ of mixed liquor is installed in RB2.
  - The oxygenation equipment ensures that the contents of the reactors are continuously agitated to keep the biomass suspended in the mixed liquor and preventing the sludge from settling as an inactive supernatant on the surface. Additionally, it automatically injects the required oxygen based on the dissolved oxygen level in the tanks.
  - Furthermore, there are two agitators that enable agitation of all the biomass in the reactor.

  Química Sintética assumes the extra cost of using oxygen compared to conventional aeration systems because of the many advantages that oxygen offers over air, mainly:

  - The speed of substrate utilisation is higher
  - More oxygen is transferred per unit of power
  - It offers greater resistance to shock loads
  - It prevents odour dispersion
  - The biomass production per unit of organic matter reduction in the substrate is lower, i.e. less sludge is produced. It enables a reduced reactor size for the same degree of treatment when compared to conventional aeration. In addition, by producing less biomass, there are cost savings in the disposal of excess sludge.

    It minimises aggression on the floc structure in biological reactors

- SLUDGE LINE
  - Sludge thickener: Sludge thickening seeks to reduce the sludge volume per sludge concentration to improve the subsequent dewatering treatment. The sludge is thickened by gravity in a circular thickener with a covered conical bottom. The sludge from the secondary settling tank, the ultrafiltration unit and the lamella clarifier from the P/C treatment is conveyed to the thickener through an overhead pipe. This pipe drains into a central distribution and settling structure. The sludge thickens and is extracted from the bottom using two alternately operating eccentric screw pumps and then sent for centrifugal dewatering. In this thickener, the aqueous clarified water overflows into the storage tank. In this line, the sludge from the treatment plant is treated to reduce its volume and the end result is the inert biological sludge that will be delivered to an authorised entity.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

- Sludge dewatering by centrifugation: continuous sludge dewatering. There are two phases as part of this process. One of clarified water, which is sent to the storage tank, and another phase of dewatered sludge, which is conveyed via a screw conveyor to a hermetically sealed container. In order for the sludge to agglutinate due to centrifugation, polyelectrolyte must be added in emulsion form and it must be prepared and matured in tanks before being dosed into the centrifuge. The dewatered sludge is stored in a covered tank for subsequent treatment by an authorised entity.

Over the last 10 years, the Química Sintética plant has invested more than Euros 16 million in Best Available Techniques, all of which are aimed at minimising and/or eliminating the plant's impact on the environment.

Until the end of 2021, for 12 hours (from 6pm to 6am) the treated and clarified water went on to tertiary treatment by flotation. Subsequently, it was pumped to the Alcalá de Henares integral sanitation system to be treated at the municipal wastewater treatment plant. This operating regime involving 12 hours of discharge and 12 hours of recirculation, was part of an ongoing project that sought to reuse the water treated at the WWTP in non-productive auxiliary processes (zero discharge).

Universal Farma plant: a separate industrial, sanitary and rainwater drainage network has been built to prevent any water contamination. The production plant's effluent treatment system runs through the homogenisation-neutralisation area, which consists of two 15 m³ industrial water reception and homogenisation tanks and an inline pH correction system. There are two reservoirs for industrial water collection and storage. Water homogenisation promotes water neutralisation. However, an automatic pH measurement and correction system has been installed to ensure that the water is neutralised before discharge. Given the low pollutant load of the water discharged by the Universal Farma plant, the only correction that may sometimes be required is water neutralisation. The automatic system does not allow the water to be discharged into the sewerage system until the pH measurement is within the set range. During the water neutralisation process, the system automatically closes the discharge valve.

Accordingly, industrial wastewater is not discharged directly into the public sewerage system, but is discharged after the tank has been filled and neutralised. Sanitary wastewater and rainwater are discharged directly into the public sewerage system, without undergoing any type of treatment, like residential or tertiary activities.

Liconsa plant: it has two 25 m³ industrial water reception and homogenisation tanks with an automatic pH measurement and correction system that ensures neutralisation of the water prior to discharge. The reason that the production plant has two tanks is to use one as a retention basin so that an accidental spill would be retained in this tank for it to be analysed subsequently and corrected internally or managed as waste through an authorised entity. Water homogenisation normally promotes water neutralisation, but an automatic pH measurement and correction system is in place to ensure neutralisation of the water prior to discharge. The pH control and adjustment process starts when 80% capacity is reached in the tanks. Once the pH has been adjusted, the effluent is discharged into the municipal treatment system. Sanitary wastewater is discharged into the public sewage system without any treatment.

After categorising and assessing the effluent flow at Liconsa in 2024, an effluent plant modernisation project is being developed, with start-up scheduled for the end of 2025. This project will consist of a system for preliminary effluent homogenisation, followed by primary P/C treatment. After evaluating the results, it will be determined whether a secondary treatment to optimise the results will be necessary.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Farmalán plant: uses the discharge systems of the León Farma plant, which also has a separate water network. Both the León Farma and Farmalán plants continue to follow the policy of sending wastewater which may contain an API load to the external entity specialising in the treatment of this type of water, even though this water can be discharged into the integral sewerage system.

Chemo Biosynthesis plant: since 2024, the Chemo Biosynthesis plant has been using the wastewater treatment plant, which ensures proper management of the discharges generated internally during the production processes. This system ensures proper treatment of wastewater within the plant itself, ensuring compliance with environmental regulations and minimising environmental impact.

Industriale Chimica plant: a new tank has been installed for better management of the plant's wastewater. The wastewater is pretreated in an extraction column before being sent to the external sewerage system.

At both the Industriale Chimica and Chemo Biosynthesis plants, continuous improvements in treatment efficiency and the reuse of treated water are being evaluated in line with the Group's sustainability goals.

Ordain plant: by prioritising efficient effluent and waste management practices, the Ordain plant continues to bolster its commitment to sustainability and minimise its environmental impact. Efficient operation of the ETP and sewage treatment plants (STP) ensures proper treatment of wastewater and its reuse for irrigation, thus reducing dependence on freshwater sources. This optimised performance has also led to a significant reduction in the purchase of chemicals compared to prior years, reflecting lower resource consumption and reduced waste generation.

Nufarindo plant: a system for the treatment of sanitary water discharges generated at the plant has been installed. All effluents from toilets, canteens and septic tanks flow into the equalisation tank, then pass to a bioreactor, where decomposition takes place, which uses microorganisms performing the following processes: aerobic, anaerobic and sedimentation. All three processes require a minimum of 24 hours and have a 10 m^3 capacity. The process continues with a filtration phase using a media filter (sand, silica and activated carbon). The effluent is then transferred to the effluent tank where disinfectant (chlorine) is added and the effluent is ready for discharge.

In 2024, the amount of effluent and wastewater generated at the Nufarindo plant has decreased compared to 2023. This improvement is due in part to the actions carried out at our wastewater treatment plant, which have been upgraded to comply with new environmental regulations. The main improvements include the inclusion of a specific storage tank for treated water. This tank enables reuse of the effluent water to irrigate gardens and green areas, thus significantly reducing the volume of water discharged into the river and fostering a more sustainable use of water resources. It also guarantees that the quality of the effluent water meets the standards required by government authorities, ensuring responsible management pursuant to current legislation.

Altian Pharma plant: The wastewater treatment process at the plant includes several essential steps to ensure proper management of the effluents generated. These stages comprise a screen channel for solids retention, a primary settler, a biological reactor, a secondary settler (clarifier) and a chlorine dosing unit. The bioreactor is responsible for degrading organic pollution using aerobic bacteria, with oxygen provided through an aeration system. The residual solids generated in the process are extracted once a year by an authorised supplier specialising in this type of waste management. For wastewater treatment, products such as BIOLAGON, a specific wastewater treatment, and Liquicellerate, which facilitates the digestion of grease, oils, cellulose, proteins and starches, are used. In addition, 10% chlorine is used through a chlorinator to treat the water before it is discharged to the sewerage system. Special water, which comes mainly from cleaning in the manufacturing area, has a low flow rate, which prevented a representative sample from being taken in the laboratory. However, a sample was taken from the mixture of ordinary and special waters, which was classified as "ordinary" because most of the flow corresponds to ordinary water. For next year, specific sampling of special waters will be requested.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
In 2024, Altian Pharma implemented a significant improvement in the quality of water discharged to the sewerage system. A chlorinator has been installed that doses 10% sodium hypochlorite for eight hours a day, ensuring more efficient treatment of the water before discharge.

Exeltis Türkiye plant: Water treatment at the plant is limited to a pretreatment process, which prepares the water for use in the production process. This initial stage ensures that the water meets the necessary conditions before use in production. However, the final and most complete treatment of the water, which includes additional processes and comprehensive water quality management, is carried out by the industrial zone to which the plant is affiliated. This organised industrial zone is responsible for advanced water treatment after Exeltis completes its pretreatment.

2.8.4 Waste

In terms of waste management, none of the production plants have experienced significant spillages impacting the environment (GRI 306-3 Significant spills). This positive outcome is attributed to the robust preventive measures implemented across all facilities. These measures include:

- Paving and waterproofing all spill-prone areas;
- Aerial leak detection systems;
- Surface storage tanks with sufficient capacity for spill retention;

  Buried tanks with double walls and pressure gauges to detect potential leaks affecting the environment;
- Delimited loading and unloading zones with retention boxes for spill containment.

Since all wastewater is discharged solely into the sewage network connected to municipal WWTPs, there is no impact on watercourses (GRI 306-5: Water bodies affected by water discharges and/or runoff).

In the Group's production plants, a variety of effective measures are consistently implemented to reduce waste generation, minimise hazardousness, and enhance waste management. These measures follow a specific order of preference:

- Prevention, reduction at the source, minimising the use of necessary resources, and minimising waste production from each process;
- Preparation for re-use: Materials are prioritised for reuse within the centre itself rather than relying on external activities;
- Sorting, both internal and external, enables recovery on a processing basis;
- Internally, materials are recovered for reuse;
- Externally, recycling is prioritised;
- Non-recoverable waste is disposed of by authorised entities;
- Recovery. Occurs only off-site at authorised treatment plants;
- Landfills

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
To achieve waste reduction, the following measures are considered:

- Reduction at the source: Optimising production processes through research and development (R&D) and reorganising the production system, which entails simplifying these processes;
- Optimising water treatment processes that can be discharged into non-natural integrated sanitation systems;
- Regularly reviewing effluents to reduce waste generation for external management by an authorised entity;
- Enhancing the internal recovery capacity of solvents for reuse in the process. Currently, this measure only applies to Química Sintética;
- Aiming to reduce the raw material consumption ratio per ton of manufactured product, thereby decreasing the associated waste ratio;
- Ensuring proper waste sorting in all waste-producing areas. All waste is meticulously sorted in a designated sorting area. To achieve this, comprehensive product and waste management and handling procedures have been established;
- All personnel receive training in the necessary work procedures before beginning their tasks;
- Fostering the reuse of packaging for waste collection;
- Prioritising the purchase of raw materials in bulk rather than acquiring them with packaging;
- Investing in specialised machinery to fully harness raw materials used in the production and packaging process, where applicable;
- Carrying out awareness campaigns within the Group that emphasise the importance of correctly separating different types of waste

2.8.5 Waste treatment methods by company 2024

Efforts continued in 2024 to roll out the Waste Sorting Plan at the Liconsa plant, the ultimate goal of which is to make it easy to properly identify and sort the waste generated by the Group's own personnel and external collaborators. To this end, a new colour-coded classification system has been implemented at the different management points: production areas (containers), intermediate storage areas (cages) and the final storage area (waste storage areas and compactors).

It should be noted that, as explained in the section on energy efficiency, the installation of new post-process quality control equipment at the Liconsa plant has also helped to improve waste management. Thanks to the early detection of deviations, the generation of faulty products can be prevented, which significantly reduces the amount of waste generated at the plant.

In line with our policy to continually improve waste management, the León Farma plant has streamlined its sorting and handling system of gelatine trimmings (a byproduct of soft gelatine capsule production) to enable its energy recovery. Up until 2022, this waste was handled as industrial waste and sent to a secure landfill location. However, since 2023 this waste has been sent to a biomethanisation plant, where it is transformed into biogas for the generation of electricity. Work continued in 2024 to install water fountains at the facilities and to provide reusable glass bottles to all employees with the aim of gradually eliminating the use of single-use plastic bottles and reducing the associated waste.

Agreements have been established at both plants with a waste treatment manager to handle waste from obsolete or out-of-specification finished products. This waste manager adopts a more sustainable waste treatment approach. Previously, pharmaceutical waste was transported to a secure landfill or earmarked for recovery. However, a recent contract has been signed with an authorised manager to send it to their treatment plant, where they manage all SIGRE waste in Spain. At this facility, all materials are shredded and sorted. Recyclable items such as cardboard, plastic, glass, and aluminium are separated for recycling. The remaining materials are used to create WDF (waste derived fuel) for recovery, effectively achieving the goal of zero waste for this material type.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
Thanks to the implementation of a recycling programme at the Altian Pharma plant, income of approximately Euros 800 was generated by this initiative. The programme enables the correct sorting on non-hazardous waste, which is then transported to a recycling company for recovery and transformation into new products. Waste handled includes paper, cardboard, wood, plastics and scrap metal. The introduction in 2024 of a specific procedure for receiving waste, together with its ongoing monitoring, has led to a stable monthly average in terms of the amount of industrial waste generated, despite the increased volume of units manufactured.

At Exeltis Turkey, the primary goal in terms of environmental management is to promote a zero waste culture. Under this approach, the reduction of waste at source and the active fostering of recycling constitute the cornerstones for transitioning towards a more sustainable and responsible management of resources. As a testament to this commitment, the plant has been awarded a Zero Waste Certificate from the Turkish Ministry of the Environment and Urbanisation. This certification recognises the implementation of a comprehensive waste system aimed at protecting the environment, human health and natural resources, guided by the principles of continuous improvement and sustainability.

Waste management at the Sarigam plant is carried out in accordance with internal procedures established by the HSE department. Solid waste is collected, labelled and stored in line with these procedures before being removed by authorised waste management companies. This waste could be used as raw material for the cement industry, sent to secure landfill sites, dedicated to energy recovery processes by means of incineration or recovery through buy-back agreements with suppliers and other parties. Liquid waste first undergoes an initial treatment process that uses sodium hypochlorite to deactivate the hormones. Its pH is then adjusted using specific solutions, based on its initial pH value, followed by the application of coagulation-flocculation processes. Treatment continues in two biological tanks before being filtered through sand and activated carbon in order to eliminate possible microorganisms. Finally, the treated effluent is sent to an external effluent treatment plant.

At the Ahmedabad plant, waste management also follows internal procedures that are drawn up by the local HSE team. Solid waste is appropriately collected, labelled and stored before being removed by authorised waste management companies. Certain types of waste are recovered and sold as "by-products" to companies operating in the cement industry, for example, or registered refineries. Liquid waste, on the other hand, is initially treated at the plant's own WWTP before being sent to an external WWTP nearby for final treatment.

As in previous years, Airpharm is forging ahead with its goal of preventing the generation of waste, although this is not always possible. In this case, waste is sorted and handled by authorised waste management companies. During 2024, the monthly internal audits of the sorting points at the Barcelona offices and warehouse could no longer be carried out. However, environmental best practice awareness-raising campaigns will still be delivered.

- Waste at the Barcelona office is sorted in the same way as urban waste. However it is not possible to quantify the waste, as its handling depends on the owner of the office complex.
- There are bins and containers at the Barcelona warehouse for the sorting of organic and plastic waste, akin to urban waste sorting. However, because waste is collected in transit, it cannot be quantified by an authorised waste management company.
- The paper/cardboard waste is generated by changes in the packaging of customers' merchandise at the Barcelona warehouse.
- In León, the reuse of EUR-PAL pallets continued in 2024, wherever possible, with an estimated monthly average of between 200-300 units.
- All EUR-PAL pallets are reused at San Fernando de Henares, again wherever possible, with a monthly average of approximately 200-300 units in 2024.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
Lastly, new employees, existing staff and external collaborators all receive essential training. The Initial Environmental Training is periodically updated and covers various concepts, including:

- Significant environmental aspects, objectives and goals from the previous year;
- Waste flow at the Liconsa plant, visual examples of segregating the five main waste types by colour, psychotropic waste management, coloured cage storage points, and the repercussions of failing to segregate waste at its source;
- Environmental emergency scenarios specific to Liconsa and how to react

Environmental training is provided in person to groups of workers from the external cleaning company responsible for waste sorting at the plant.

Documentation on environmental practices and waste sorting at Liconsa is prepared for the new hires from the external cleaning company. This documentation is delivered to them along with acknowledgement of receipt and ORP (occupational risk prevention) documentation. The external cleaning company's staff is provided with this information before joining the factory's workforce.

- Information about the Liconsa Environmental Management System
- Liconsa Waste Guide

2.8.6 Indicators

Discharge and waste in water

All the plants covered by the scope of this report employ process water treatment systems based on the best available techniques. These systems ensure stringent compliance with local legislation at each work centre prior to the authorised discharge.

Table 2-9. Total volume of scheduled water discharges, global data | 2024

	m^3_2023	m^3_2024		Source of the data
Volume discharged	529 245	615 725	↑	Meter readings and estimates

The volume of water discharged is measured using meters that form part of the water treatment facilities, particularly at the Química Sintética plant. In other instances, an estimate is made based on water consumption data, less what has been recorded as discharge, water used for irrigation, or water evaporated in ancillary processes.

The total volume of discharged water includes that treated by existing systems at the various plants. Notably, at the Liconsa and the Química Sintética plants, this volume includes both sanitary and rainwater. However, for the remaining plants, rainwater and sanitary water discharge are not registered.

An important aspect is that the Ordain plant continues to recycle treated process and sanitary water. Water from the production process is channelled into a treatment line in order to be reused in steam boilers. Similarly, influent from sanitary water is treated separately from process influent and, once treated, is reused in auxiliary processes such as irrigation.

The increase in the volume of water discharged in 2024 is primarily due to the Senador plants, which were only included the previous year, alongside the change in the measurement method employed at the Liconsa plant. In previous years, Liconsa's flow calculation was based on the number of wells discharged on a daily basis, as it was not possible to add a flow meter to the system. This method had limitations, as discharges had to be interrupted if the pH level deviated beyond the permitted range, even if the well had not been fully emptied. Despite this, the metering system recorded the well as fully discharged even though that was not the case, leading to inaccurate estimates. With a view to obtaining more reliable data, a specialist company was engaged in 2024 to carry out a flow rate pilot scheme over one week. This study determined an actual average flow rate of approximately 120 m^3 per day^{-1}, which enabled the plant to adjust and improve the accuracy of its water discharge calculation.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
The water quality discharged by the plants in Spain and some of the international production facilities is reflected in the results obtained from analyses conducted by external laboratories. The values for the most representative parameters of their activity are detailed in Table 2-10 below.

Table 2-10. Quality of water discharges by plant

Parameter	Química Sintética	Universal Farma	Liconsa	León Farma	Farmalán	Semarang	Altian Pharma	Exeltis Turkey	Industriale Chimica	Chemo India	Ordain	Chemo Biosíntesis	Ahmedabad	Sarigam
BOD5 ($mg \cdot l^{-1}$)	16	< 4	242	230	[1]	18.9	688	-	12	17	8	<10	16	11
Conductivity ($microS \cdot cm^{-2}$)	3.260	135	620	730	[1]	42.6	812.9	-	358	1 472	1 600	1 410.5	3.088	1 515
COD ($mg \cdot l^{-1}$)	395	23	615	1.470	[1]	10.5	1 259	2 325	57	107	5.80	<10	56	138.5

[1] Included in León Farma

In all cases, the results obtained are below the legal limits that apply to each of the plants.

Nevertheless, a significant rise in the COD value ($mg \cdot l^{-1}$) at the Altian Pharma plant can be observed compared to the previous year. This increase is due to a one-off incident tied to plant maintenance, as well as the temporary incorporation of new staff, which led to an increase in the organic load of the wastewater. Likewise, at the Exeltis Ilaç Sanayi ve Ticaret A.S. plant the COD value has also increased, attributable - according to the analysis carried out - to the increase in production volumes and research and development (R&D) activities.

Waste management

The disposal method for each type of waste has been decided on the basis of Best Available Techniques (BAT).

The quantities of waste generated by both national and international plants (Table 2-11) are derived from the documentation accompanying each waste removal. Additionally, waste management companies provide data after each removal, including the actual weight upon entry into the management plant. These details are then incorporated into the chronological waste register for each plant.

Table 2-11. Waste quantity by type and treatment

	t_2023	t_2024	
Recovery | Hazardous waste	17 367.24	18 824.95	↑
Recovery | Non-hazardous waste	3 827.60	3 643.04	↓
Elimination | Hazardous waste	14 142.20	14 918.60	↑
Elimination | Non-hazardous waste	2 707.39	722.87	↓

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

3 Commitment to people

For clarification purposes, it should be noted that the data included in this section is slightly lower in scope than the total workforce included within the financial consolidation perimeter. The percentage not covered by this report, although not relevant, corresponds to employees of companies whose personnel management does not depend on the Insud Group's People area, as they are companies in which the Group does not have a majority shareholding.

It should also be noted that the data on the pay gap and the accident rate is presented separately for companies within the Group's scope and for those that form part of the Airpharm group. This distinction reflects the substantial differences in the nature of the activities and corporate objectives of both business groups, which justifies the disaggregation of information in order to provide a more contextualised and representative analysis of each operational reality.

Specifically, while the companies that make up the Insud Group are engaged in the development, manufacture and marketing of pharmaceutical and chemical products, those in the Airpharm group focus their activity on the provision of transport and logistics services. These differences in the type of activity and associated professional profiles are considered significant enough to require separate treatment in terms of social and personnel management.

The discrepancy in employees between the Group's annual accounts and this NFIS arises from the inclusion of FTE calculations in one case but not in the other.

3.1 Policies and commitments

GRI 2-23 (2021); GRI 3-3 (2021)

The mission of the Insud Pharma Group's people management policies is to contribute to creating a more agile company. This involves enhancing efficiency through lean organisational structures that prioritise business objectives. Additionally, the policies aim to foster productivity, autonomy and prompt decision-making and action, all while adhering to relevant legislation in each territory and promoting an inclusive culture.

The Central People Department, known simply as 'People', performs an advisory and support role within the Group, working closely with the various subsidiaries. In line with the corporate strategy, decentralisation is promoted in the implementation of initiatives, policies, processes and decision-making in the different areas of social and human resources management. However, one of People's core functions is to ensure equal treatment and opportunities for men and women, as well as the inclusion of people with disabilities.

To achieve this, our key people management policies and the underlying tools are intentionally designed to mitigate any biases that might expose the Group to risks of discrimination based on gender, age, race or other personal factors.

The main measures outlined in these policies include:

COMPETENCY-BASED SELECTION. Our talent acquisition processes are designed to ensure that the most qualified professionals are recruited for each position. This begins with job descriptions that outline the necessary skills, qualifications, knowledge and other requirements, using gender-neutral language and avoiding references to irrelevant personal characteristics. This measure seeks to eliminate bias in the candidate pre-selection phase.

In the subsequent stages, interviews and assessments focus on validating candidates' technical competencies, skills, experience and references, with the aim of ensuring an objective, merit-based selection.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

REMUNERATION. The Group has adopted the Mercer HR consultancy firm's IPE (International Position Evaluation) system for job evaluation. This system enables us to establish job hierarchy and levels based on the following business contribution factors:

- **Impact:** the influence of the position on results is analysed, based on the size of the business unit and its position in the value chain
- **Communication:** assesses the communication requirements inherent to the position, the frame of reference and the level of dialogue required
- **Innovation:** determines the extent to which the position requires identifying and implementing operational improvements, as well as developing procedures, products and services
- **Knowledge:** measures the knowledge and experience required to generate value, including, where appropriate, team management and the geographical scope of the role
- **Risk:** examines the physical or mental risks associated with performing the job

To date, more than 550 positions in over 25 countries have been evaluated. The results of this evaluation, together with market remuneration studies carried out by firms specialising in the health sciences sector, serve as the basis for the corporate Compensation and Benefits area to structure 26 salary bands. These bands group together positions with similar levels of contribution, thus ensuring that decisions on recruitment, promotion and salary adjustments are based on objective criteria and free of gender bias.

ANNUAL PERFORMANCE REVIEW. The Group has a standardised annual performance review process. Based on the business objectives, each employee sets individual and team objectives for the year together with their supervisor. This process seeks to generate meaningful conversations at the beginning of the annual cycle about what is expected of each employee in terms of results and competencies (i.e., the "what" and the "how").

The results of this review are used to make decisions regarding promotions, salary reviews, bonus allocations and the definition of training and development plans, based on achievements, demonstrated competencies and alignment with corporate values.

DIGITAL HUMAN RESOURCES MANAGEMENT PLATFORM: HR20. The Group has a global people management platform, HR2O, which consolidates data from the local human resources systems of each subsidiary. This tool facilitates the monitoring of key personnel management indicators and makes it possible to identify internal talent, develop career plans and share management criteria throughout the organisation.

HR2O is a key pillar in the digitalisation of the human resources function and in strengthening the Group's analytical capacity, with the following objectives:

- Improve productivity and employee experience through technologies that optimise interaction between employees and managers, encourage continuous evaluation and align teams.
- Drive digital transformation, a strategic element for the business.
- Support agile and lean organisational models, focusing on collaborative work, process automation and the creation of shared solutions.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

3.2 Employment

3.2.1 Number of employees by country

GRI 2-7 (2021); GRI 405-1

Table 3-1. Number of employees by country

Country	No. Employees (2024)	No. Employees (2023)
Germany	98	89
Argentina	88	0
Austria	9	10
Belgium	8	8
Brazil	131	149
CENAM	235	227
Chile	95	88
China	14	17
Colombia	56	58
Ecuador	28	27
UAE	24	24
Slovakia	23	21
Spain	3 554	3 236
United States	187	177
Philippines	75	67
France	54	42
Hungary	29	29
India	2 138	870
Indonesia	313	322
Italy	489	429
Lithuania	6	0
Mexico	524	525
Peru	28	26
Poland	83	67
Portugal	11	11
United Kingdom	19	10
Czech Republic	30	31
Sweden	44	38
Switzerland	9	10
Thailand	63	56
Turkey	333	342
Vietnam	35	35
TOTAL	**8 833**	7 041

** Active non-FTE employees.*

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

3.2.2 Total number and distribution

GRI 2-7 (2021); GRI 405-1

Total number and distribution of employees by gender, age and professional category; total number and distribution of types of employment contract; average annual number of permanent, temporary and part-time contracts by gender, age and professional category; number of departures by gender, age and professional category.

Table 3-2. Variation in the workforce

Month	No. Employees (2024)	No. Employees (2023)
January	8 383	6 330
February	8 351	6 442
March	8 390	6 658
April	8 489	6 755
May	8 521	6 801
June	8 631	6 873
July	8 666	6 868
August	8 670	6 909
September	8 762	6 992
October	8 793	6 998
November	8 799	7 075
December	8 833	7 041
ANNUAL AVERAGE	**8 607**	**6 812**
VARIATION ***(Annual average vs. December)***	**2.6%**	**3.4%**

The business does not experience any seasonal or rotational patterns, except for recruitment campaigns conducted in production plants to cover holidays for operators and quality analysts.

As a result, the information presented in this report is based on calculations at the end of the financial year (31 December 2024).

Table 3-3. Number of employees and distribution by gender

Gender	No. Employees (2024)	No. Employees (2023)
Men	**5 104**	3 889
Women	**3 729**	3 152
TOTAL	8 833	7 041

Table 3-4. Number of employees and distribution by age

Age range	No. Employees (2024)	No. Employees (2023)
Under 25	**375**	235
Between 25 and 40	**4 649**	3 605
Over 40	**3 809**	3 201
TOTAL	8 833	7 041

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Table 3-5. Number of employees and distribution by professional category

Professional category	No. Employees (2024)	No. Employees (2023)
Corporate / Managing Director	6	5
Director	77	67
Manager / Associate Director	310	273
Team Leader / Line Manager / Coordinator / Supervisor / Specialist	1 297	954
Technician / Scientist	2 925	2 784
Support / Operator / Assistant / Analyst	4 218	2 958
TOTAL	8 833	7 041

Table 3-6. Type of contract and distribution by gender

	Type of Contract (2024)				Type of Contract (2023)			
Gender	Indefinite FT	Indefinite PT	Temporary FT	Temporary PT	Indefinite FT	Indefinite PT	Temporary FT	Temporary PT
Men	4 706	13	373	12	3 738	12	131	8
Women	3 228	98	399	4	2 903	98	150	1
TOTAL	7 934	111	772	16	6 641	110	281	9

Table 3-7. Type of contract and distribution by age

	Type of Contract (2024)				Type of Contract (2023)			
Age range	Indefinite FT	Indefinite PT	Temporary FT	Temporary PT	Indefinite FT	Indefinite PT	Temporary FT	Temporary PT
Under 25	233	1	152	0	219	1	41	1
Between 25 and 40	4 119	40	514	0	3 508	46	167	0
Over 40	3 582	70	106	16	2 914	63	73	8
TOTAL	7 934	111	772	16	6 641	110	281	9

Table 3-8. Type of contract and distribution by professional category

	Type of Contract (2024)				Type of Contract (2023)			
Professional category	Indefinite FT	Indefinite PT	Temporary FT	Temporary PT	Indefinite FT	Indefinite PT	Temporary FT	Temporary PT
Corporate / Managing Director	6	0	0	0	5	0	0	0
Director	77	0	0	0	67	0	0	0
Manager / Associate Director	304	1	2	0	267	3	3	0
Team Leader / Line Manager / Supervisor / Specialist	1 254	26	16	1	2 714	40	198	6
Technician / Scientist	2 782	48	93	2	916	23	15	0
Support / Operator / Assistant / Analyst	3 511	36	189	485	2 672	44	65%	3
TOTAL	7 934	111	300	488	6 641	110	281	9

**FT: Full-time contracts; *PT: Part-time contracts*

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Table 3-9. Number of departures and distribution by gender

	No. of departures by cause (2024)			No. of departures by cause (2023)		
Gender	Involuntary	Voluntary	Other	Involuntary	Voluntary	Other
Men	414	483	148	286	367	124
Women	199	320	139	172	273	127
TOTAL	613	803	287	458	640	251

Table 3-10. Number of departures and distribution by age

	No. of departures by cause (2024)			No. of departures by cause (2023)		
Age range	Involuntary	Voluntary	Other	Involuntary	Voluntary	Other
Under 25	26	50	48	34	59	30
Between 25 and 40	319	565	144	248	418	114
Over 40	268	188	95	176	163	107
TOTAL	613	803	287	458	640	251

Table 3-11. Number of departures and distribution by professional category

	No. of departures by cause (2024)			No. of departures by cause (2023)		
Professional category	Involuntary	Voluntary	Other	Involuntary	Voluntary	Other
Corporate / Managing Director	0	0	0	0	0	0
Director	1	0	0	4	4	0
Manager / Associate Director	15	17	2	17	12	1
Team Leader / Line Manager / Supervisor / Specialist	77	109	13	263	348	221
Technician / Scientist	172	240	19	43	68	5
Support / Operator / Assistant / Analyst	348	437	253	131	208	24
TOTAL	613	803	287	458	640	251

** "Other" mainly comprises departures due to the termination of temporary contracts*

3.2.3 Average remuneration and trends therein, broken down by gender, age and professional category or similar

GRI 405-2

To present the breakdown of average staff remuneration, two approaches have been considered:

- Average remuneration excluding Argentina: in order to avoid distortions due to high inflation and the country-specific economic context, a calculation has been made that excludes the data for Argentina.
- Average remuneration including Argentina: the overall figure including all countries in which the Group operates, including Argentina, is also presented in order to provide a complete and transparent overview.

Table 3-12. Average remuneration by age (excluding Argentina)

Age range	Average Salary (€) (2024)	Average Salary (€) (2023)
Under 25	**13 332**	16 748
Between 25 and 40	**22 807**	32 482
Over 40	**40 861**	39 491

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Table 3-13. Average remuneration by gender (excluding Argentina)

Gender	Average Salary (€) (2024)	Average Salary (€) (2023)
Men	27 740	29 423
Women	33 326	32 482

Table 3-14. Average remuneration by professional category (excluding Argentina)

Professional category	Average Salary (€) (2024)	Average Salary (€) (2023)
Corporate / Managing Director + Director	219 706	186 601
Manager / Associate Director	100 412	93 165
Team Leader / Line Manager / Supervisor / Coordinator / Specialist	46 165	49 801
Technician / Scientist	29 409	26 962
Support / Operator / Assistant / Analyst	17 177	18 453

Information on remuneration in Argentina is presented separately below:

Table 3-15. Average remuneration by age (Argentina)

Age range	Average Salary (€) (2024)
Under 25	1 015
Between 25 and 40	1 861
Over 40	4 026

**No comparative data, as this breakdown was not reported in 2023.*

Table 3-16. Average remuneration by gender (Argentina)

Gender	Average Salary (€) (2024)
Men	3 562
Women	3 048

**No comparative data, as this breakdown was not reported in 2023.*

Table 3-17. Average remuneration by professional category (Argentina)

Professional category	Average Salary (€) (2024)
Corporate / Managing Director + Director	11 169
Manager / Associate Director	7 910
Team Leader / Line Manager / Supervisor / Coordinator / Specialist	3 691
Technician / Scientist	2 631
Support / Operator / Assistant / Analyst	1 768

**No comparative data, as this breakdown was not reported in 2023.*

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

3.2.4 Pay gap, remuneration of like positions or average remuneration in the company

GRI 405-2

The pay gap data presented below represents the difference in average pay per job role between women and men, expressed as a percentage of men's average pay. A positive gap indicates the percentage by which women's average pay is lower than men's, while a negative gap indicates the percentage by which women's average pay exceeds that of men.

Considering the diverse geographical distribution of our workforce and local pay trends in each country, we present two alternative gap analyses below:

Table 3-18. Pay gap analysis including total Group workforce

		2024			
Professional category	Gender	No. of Employees	Seniority (years)	Annual Base Salary (€)	Pay Gap
Corporate / Managing Director	Men	59	8	222 126	22.7%
	Women	18	8	171 680	
Manager / Associate Director	Men	176	8	95 604	-3.2%
	Women	134	7	98 704	
Team Leader / Line Manager / Supervisor / Coordinator / Specialist	Men	768	8	38 646	-44.6%
	Women	529	6	55 876	
Technician / Scientist	Men	1 333	5	25 943	-24.3%
	Women	1 592	5	32 244	
Support / Operator / Assistant / Analyst	Men	2 762	6	16 583	-6.9%
	Women	1 456	6	17 732	

**Formula used: (Men's Salary - Women's Salary) / Men's Salary*

The results in the table above should be qualified for the lower occupational levels, which exhibit a

significant pay difference favouring women. This raw data may not be fully representative, as the sample includes the Indian workforce, which is predominantly male (representing approximately 90% of the total) and has relatively low pay levels compared to other countries where the proportion of women in these roles is considerably higher. This distorts the average pay for men in these professional categories.

Therefore, in order to obtain a more accurate pay gap analysis, it is considered more appropriate to exclude the statistical bias generated by the inclusion of the Indian workforce in this comparison. This analysis is shown in Table 3-19below.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Table 3-19. Pay gap analysis with the exclusion of Indian staff

		2024			
Professional category	Gender	No. of Employees	Seniority (years)	Annual Base Salary (€)	Pay Gap
Corporate / Managing Director	Men	52	8.2	224 722	23.6%
	Women	18	8.4	171 680	
Manager / Associate Director	Men	133	6.9	107 052	6.9%
	Women	123	7.3	99 682	
Team Leader / Line Manager / Supervisor / Coordinator / Specialist	Men	397	7.0	58 902	2.0%
	Women	499	5.8	57 736	
Technician / Scientist	Men	1 085	5.5	29 653	-9.9%
	Women	1 570	4.7	32 576	
Support / Operator / Assistant / Analyst	Men	1 645	5.7	24 686	8.9%
	Women	1 079	6.0	22 473	

In this table, despite the Group's geographical dispersion, none of the professional categories exceeds a 30% pay gap. This threshold serves as a limit to identify significant gender pay disparities and informs the Group's pay policy analysis.

In compliance with the obligations outlined in Royal Decree 902/2020 of 13 October 2020 on equal remuneration for men and women, the Group is conducting relevant remuneration analyses for its various Spanish companies, adhering to legal guidelines.

3.2.5 Average remuneration of directors and executives

including variable remuneration, allowances, termination payments, payments into long-term savings schemes and any other amounts received, disaggregated by gender

GRI 2-20 (2021); GRI 405-2; GRI 3-3 (2021)

The category of Executives includes employees with the professional role of Corporate/Managing Directors. This role is assigned to Corporate Function Managers, Business Unit Managers reporting directly to the Company's CEO, and members of the Steering Committee.

For confidentiality reasons, we present salary information for the Company's executives without gender segmentation, as the minimum criteria established in this Report (more than two persons in each category) are not met.

Table 3-20. Average remuneration for the category of Corporate / Managing Director

Professional category	Average Salary (€) (2024)	Average Salary (€) (2023)
Corporate / Managing Director	211 364	343 759

Table 3-21. Average incentive for the category of Corporate / Managing Director

Professional category	Average Incentive (€) (2024)	Average Incentive (€) (2023)
Corporate / Managing Director	150 325	132 635

**Life Insurance coverage is identical for all Corporate and Business Directors, without distinction based on salary or position*

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Table 3-22. Life insurance for the category of Corporate / Managing Director

Professional category	Life insurance	Coverage (€) (2024)	Coverage (€) (2023)
Corporate / Managing Director	Death	500 000	500 000
	Incapacity	500 000	500 000

Average directors' remuneration

During FY2024, the Company's directors received an average remuneration of Euros 840,000 (Euros 840,000 in 2023). No advances or loans have been extended to them, nor have any obligations been undertaken on their behalf through guarantees.

The directors, in their capacity as employees of the Company, and key personnel received Euros 635,699 in wages, salaries and allowances (Euros 384,189 in 2023).

3.2.6 Implementation of right-to-disconnect policies

GRI 3-3 (2021)

The Group complies with the laws and regulations in force in each country with regard to rights to disconnect from work and rest periods.

3.2.7 Number of employees with disabilities

GRI 405-1; GRI 3-3 (2021)

Table 3-23. Number of employees with disabilities

Country	No. of employees with disabilities (2024)		No. of employees with disabilities (2023)	
	Men	Women	Men	Women
Germany	1	3	2	4
Argentina	0	0	0	0
Austria	0	0	0	0
Brazil	1	1	1	1
China	0	0	0	0
Colombia	0	1	0	1
Spain	11	6	12	6
United Arab Emirates	1	0	0	0
India	1	0	2	0
Slovakia	0	1	0	0
Italy	12	7	10	4
Turkey	7	3	8	2
TOTAL	34	22	35	18

The remaining countries in which the Group operates and which are not listed in the table above do not have any staff members with disabilities.

In Spain, seven companies hold certificates of exceptionality. Beyond mere compliance with Spanish labour regulations, the Group actively strives to integrate individuals with disabilities into the workforce. This commitment extends beyond meeting minimum legal requirements and includes investments in foundations and companies that support personnel with disabilities.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

3.3 Work organisation

3.3.1 Description of the organisation of working time
(shifts, overtime management, flexible working hours, etc.)
GRI 3-3 (2021); GRI 401-2

The companies that make up the Group adhere to the labour regulations in force for their respective territories, with the longest working day globally being 40 hours/week from Monday to Friday. That said, some countries, mainly in Latin America (Chile, Mexico and Argentina) and Asia (India) have a working week that exceeds 40 hours, always in accordance with their applicable legislation.

Generally, there are no shifts for office staff. At the production plants, shifts are organised according to the production needs of each centre, with the most common practice being three shifts on both weekdays and at weekends.

Regarding the flexibility of working hours, each country applies its own criteria in accordance with legal regulations and local labour market practices, aiming to meet the needs of the workforce.

Most workplaces (offices) have flexible start and finish times within a range of 1 to 2 hours. Northern European countries (Finland and Sweden) stand out in this respect by offering full flexibility. It is still common for full flexibility to be given to sales staff. Only a few countries have no flexibility scheme at all, and in some cases this model is justified by the fact that the production plants are located outside urban centres where the company provides a shuttle service that transports employees at set times.

In the case of overtime, office and sales staff are usually compensated with equivalent time in lieu, whereas in the production plants, it is common for financial compensation to be paid in accordance with the relevant legislation prevailing in each country.

Overall, across some European countries there is a tendency to compensate overtime with time in lieu: the Czech Republic, Slovakia, Germany, Austria and Hungary. In the case of Italy, there is a mixed compensation scheme of time in lieu and financial payment.

Finally, there are some countries where overtime is compensated financially. As previously mentioned, this applies to production employees in Guatemala, Turkey, India, Indonesia and other countries, such as Brazil and Chile.

Each centre adheres to the legislation in force in its territory governing the maximum number of overtime hours allowed per year.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

3.3.2 Description of measures aimed at facilitating a work-life balance and encouraging sharing of responsibilities between both parents

GRI 401-2; GRI 3-3 (2021)

The Group complies with the laws and regulations in force in each country concerning work-life balance.

Regarding specific practices to encourage work-life balance in offices and work centres, the most common measure among Group companies is to allow occasional teleworking or some flexibility when employees require it for family reasons. Local practices such as the following are also common:

- Time off to accompany children on their first day of school, birthdays, family celebrations, etc.
- Possibility of reduced working hours
- Offices providing nursery and breastfeeding rooms

In addition to the above, the Group organises and promotes cultural and leisure activities that support work-life balance and family well-being.

3.3.3 Number of hours of absenteeism

GRI 3-3 (2021)

Absenteeism includes time not worked due to short-term temporary incapacity, leave, medical consultations, trade union hours and unjustified absences.

Table 3-24. Number of hours of absenteeism

Country	Hours lost to absenteeism (2024)		Hours lost to absenteeism (2023)	
	Men	Women	Men	Women
Germany	NA	NA	NA	NA
Argentina	NA	NA	NA	NA
Austria	0	0	0	0
Belgium	0	630	0	0
Brazil	2 184	1 872	504	852
CENAM	135	52	108	287
Chile	0	96	1 464	4 480
China	0	0	0	0
Colombia	320	3 192	280	4 152
Ecuador	0	0	0	168
United Arab Emirates	96	232	192	584
Slovakia	160	1 772	104	1 330
Spain	253 780	203 579	191 864	176 756
United States	2 633	5 036	400	5 684
Philippines	0	0	0	0
France	1 092	2 520	0	312
Hungary	0	504	0	0
India	180 542	11 613	4 812	164
Indonesia	0	0	0	0
Italy	28 530	9 145	23 324	7 085
Lithuania	0	0	1 773	13 626
Mexico	12 186	33 741	0	0

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Country	Hours lost to absenteeism (2024)		Hours lost to absenteeism (2023)	
	Men	Women	Men	Women
Peru	0	0	240	344
Poland	0	0	0	0
Portugal	0	0	9	0
United Kingdom	0	0	3	17
Czech Republic	152	72	140	1 344
Sweden	183	1 183	0	0
Switzerland	0	0	0	546
Thailand	100	250	432	1 154
Turkey	4 910	4 628	4 495	3 828
Vietnam	0	0	448	1 272
TOTAL	487 002	280 117	230 592	223 985

**Romikin does not have a policy to control absenteeism*

3.4 Health and safety

3.4.1 Description of occupational health and safety conditions

GRI 403-1; GRI 403-3; GRI 403-4; GRI 403-6

The Insud Group companies take special care to comply with their commitments in the area of occupational health and safety, by virtue of collective bargaining agreements and adherence to the various applicable regulations.

As a company dedicated to the manufacture, development and marketing of active ingredients and finished products for pharmaceutical and veterinary use, the entities that make up the Group recognise the importance of conducting all their activities in a healthy, safe and sustainable context. The Group companies take special care to comply with their commitments in the area of occupational health and safety, by virtue of local and sector (collective bargaining agreements) regulations or other applicable regulations.

Beyond these, entities implement voluntary measures to ensure their processes in this area. The following is a non-exhaustive list of some of these measures:

- Creation of the Corporate Health, Safety and Environment team, aimed at setting up a strategic framework with common objectives, guidelines and standards across all business areas. This team provides support and is integrated into the business processes, creating synergies from a preventive approach to activities and products
- Incorporation of HSE objectives into the Group's businesses, promoting the integration and continuous improvement of processes and team performance
- Voluntarily performing audits regarding compliance with legal requirements and corporate standards
- Implementation of technological tools that improve workplace well-being and comfort
- Expansion of human resources in the HSE technical teams at the plants in Spain and India
- Medical assistance for employees, addressing common contingencies across various business units

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

- Updating of risk analysis and assessment documents for non-industrial companies and management of preventive action plans
- Evaluation of suppliers integrating HSE issues to demonstrate proper Health and Safety management and the responsible performance of their activities
- Comprehensive organisation and management through the coordination of business activities with contractors at each of the plants. Compliance with internal rules, practices and policies is required of all individuals working at our facilities
- Communication with the workers' legal representation in those businesses where health and safety committees have been set up is fluid and collaborative, with the sole aim of improving health and safety conditions for employees

The company is firmly committed to reducing accident rates, preventing work-related ill health and continuously improving OHS management. This firm commitment is already endorsed by ISO45001 certifications in plants such as Química Sintética or Industriale Chimica, and a significant number of other plants are already on the path towards obtaining this certification.

In addition to the provisions of each collective bargaining agreement or legislation applicable in each country, it is common practice in the Group to offer employees the following in relation to health and safety:

- Private health insurance.
- Life and accident insurance.
- Annual medical check-ups.
- Training sessions on occupational safety and protection.
- WAYL Platform: "Take care of your body" area: sports activities, events, tools and healthy habits to improve physical health.
- WAYL Platform: "Take care of your mind" area: Ifeel channel providing support on emotional well-being and improvement.

3.4.2 Work-related accidents, in particular their frequency and severity, as well as work-related ill health; disaggregated by sex

GRI 403-2; GRI 403-9; GRI 403-10

Below are the Group's frequency and severity rates (excluding Airpharm), along with the number of days lost due to work-related ill health for those countries that have reported an incidence in this regard during 2024. The remaining countries in which the Group has operations have reported no work-related accidents and work-related ill health during 2024 and, therefore, to simplify the information provided, they are not reflected in the table. No cases of work-related ill health were recorded in 2024.

The formulas used to calculate the accident frequency and severity rates were as follows:

$$\text{Accident frequency rate, men} = \frac{\text{No. accidents, men}}{\text{No. hours worked, men}} \times 10^3$$

$$\text{Accident frequency rate, men} = \frac{\text{No. accidents, women}}{\text{No. hours worked, women}} \times 10^3$$

$$\text{Severity rate, men} = \frac{\text{No. days sick leave, men}}{\text{No. hours worked, men}} \times 10^3$$

$$\text{Severity rate, women} = \frac{\text{No. days sick leave, women}}{\text{No. hours worked, women}} \times 10^3$$

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Table 3-25. Work-related accidents (excluding Airpharm)

Frequency and severity rates, work-related ill health and facilities, disaggregated by country and sex (excluding Airpharm)

		2024		2023	
Country	Accident rate	Men	Women	Men	Women
Germany	Accident frequency rate	0.00	24.00	0.00	9.45
	Severity rate	0.00	0.13	0.00	0.07
	No. of accidents resulting in medical leave (excluding commuting)	0.00	3.00	0.00	1.00
	No. of days lost due to work-related accidents	0.00	16.00	0.00	0.00
Chile	Accident frequency rate	0.00	0.00	0.00	10.30
	Severity rate	0.00	0.00	0.00	0.12
	No. of accidents resulting in medical leave (excluding commuting)	0.00	0.00	0.00	1.00
	No. of days lost due to work-related accidents	0.00	0.00	0.00	0.00
Belgium	Accident frequency rate	0.00	78.49	N/A	N/A
	Severity rate	0.00	0.86	N/A	N/A
	No. of accidents resulting in medical leave (excluding commuting)	0.00	1.00	N/A	N/A
	No. of days lost due to work-related accidents	0.00	11.00	N/A	N/A
Colombia	Accident frequency rate	0.00	22.64	N/A	N/A
	Severity rate	0.00	0.06	N/A	N/A
	No. of accidents resulting in medical leave (excluding commuting)	0.00	2.00	N/A	N/A
	No. of days lost due to work-related accidents	0.00	5.00	N/A	N/A
Spain	Accident frequency rate	21.08	11.50	17.38	6.45
	Severity rate	0.36	0.26	0.30	0.17
	No. of accidents resulting in medical leave (excluding commuting)	65.00	32.00	45.00	16.00
	No. of days lost due to work-related accidents	1,109.00	720.00	0.00	0.00
France	Accident frequency rate	0.00	18.72	0.00	17.92
	Severity rate	0.00	0.06	0.00	0.07
	No. of accidents resulting in medical leave (excluding commuting)	0.00	1.00	0.00	1.00
	No. of days lost due to work-related accidents	0.00	3.00	0.00	0.00
Guatemala	Accident frequency rate	0.00	13.88	N/A	N/A
	Severity rate	0.00	0.44	N/A	N/A
	No. of accidents resulting in medical leave (excluding commuting)	0.00	1.00	N/A	N/A
	No. of days lost due to work-related accidents	0.00	32.00	N/A	N/A
India	Accident frequency rate	3.36	0.00	0.00	0.00
	Severity rate	0.01	0.00	0.00	0.00
	No. of accidents resulting in medical leave (excluding commuting)	10.00	0.00	0.00	0.00
	No. of days lost due to work-related accidents	40.00	0.00	0.00	0.00
Italy	Accident frequency rate	1.50	3.10	9.72	0.00
	Severity rate	0.00	0.07	0.13	0.00
	No. of accidents resulting in medical leave (excluding commuting)	1.00	1.00	6.00	0.00
	No. of days lost due to work-related accidents	3.00	23.00	0.00	0.00
Mexico	Accident frequency rate	4.01	5.00	0.00	10.00
	Severity rate	0.10	0.19	0.00	0.36
	No. of accidents resulting in medical leave (excluding commuting)	5.00	3.00	0.00	6.00
	No. of days lost due to work-related accidents	49.00	113.00	0.00	0.00

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

		2024		2023	
Country	Accident rate	Men	Women	Men	Women
Switzerland	Accident frequency rate	0.00	0.00	N/A	N/A
	Severity rate	0.00	0.00	N/A	N/A
	No. of accidents resulting in medical leave (excluding commuting)	0.00	0.00	N/A	N/A
	No. of days lost due to work-related accidents	0.00	0.00	N/A	N/A
Turkey	Accident frequency rate	0.00	0.00	0.00	3.15
	Severity rate	0.00	0.00	0.00	0.18
	No. of accidents resulting in medical leave (excluding commuting)	0.00	0.00	0.00	1.00
	No. of days lost due to work-related accidents	0.00	0.00	0.00	0.00

The following countries are not included in the tables in 2024: Argentina, Austria, Brazil, CENAM, China, Czech Republic, Ecuador, Hungary, Indonesia, Baltic States, Peru, Philippines, Poland, Portugal, Slovakia, Sweden, United Arab Emirates (UAE), Thailand, United States (USA), United Kingdom (UK) and Vietnam, because the data for last year were not reported and showed values of 0 for all indicators and figures in the tables (Accident Frequency Rate, Severity Rate, number of accidents resulting in medical leave (excluding commuting accidents), number of days lost due to work-related ill health and number of fatalities due to work-related accidents or work-related ill-health). Data were reported in the specific case of Portugal, but all values were 0.

Table 3-26. Total, accident rate aggregate (excluding Airpharm)

		2024		2023	
Total, Aggregate: Accident rate (excluding Airpharm)		Men	Women	Men	Women
Total, Aggregate	Accident frequency rate	8.27	4.96	15.76	7.18
	Severity rate	0.13	0.10	0.26	0.19
	No. of days lost due to work-related accidents	1 201.00	923.00	0.00	0.00

In addition to the data for each country, we present aggregate data on accident frequency and severity rates, as well as days lost due to work-related ill health.

The following formulae have been used to calculate the aggregate rates:

$$\text{Aggregate accident frequency rate, men} = \frac{\text{No. accidents, men}}{\text{Weighted average hours worked, men x total no. men}} \times 10^6$$

$$\text{Aggregate accident frequency rate, women} = \frac{\text{No. accidents, women}}{\text{Weighted average hours worked, women x total no. women}} \times 10^6$$

$$\text{Aggregate severity rate, men} = \frac{\text{No. days sick leave, men}}{\text{Weighted average hours worked, men x total no. men}} \times 10^3$$

$$\text{Aggregate severity rate, women} = \frac{\text{No. days sick leave, women}}{\text{Weighted average hours worked, women x total no. women}} \times 10^3$$

Airpharm's frequency and severity rates are presented below:

Table 3-27. Work-related accidents (Airpharm)

Frequency and severity rates, work-related ill health and fatalities, disaggregated by country and sex (excluding Airpharm)

		2024		2023	
Country	Accident rate	Men	Women	Men	Women
Airpharm (Spain)	Accident frequency rate	28.08	12.06	39.64	15.82
	Severity rate	1.97	0.30	0.02	0.02
	No. of accidents resulting in medical leave (excluding commuting)	8.00	2.00	16.00	0.00

No. of days lost due to work-related accidents	0.00	0.00	0.00	0.00

3.5 Social relations

3.5.1 Description of the organisation of social dialogue, including procedures for informing, consulting and negotiating with employees

GRI 3-3 (2021)

While the Group does not have a global Legal Workers' Representative (LWR), certain companies and specific centres do.

The Corporate Human Resources Department lays down essential frameworks of action and empowers business managers to tailor human resources policies to the Company's needs within each territory, local practices and customs, and the unique factors of each labour market. Indeed, the Group ensures control mechanisms to verify compliance with labour regulations in each territory. These mechanisms include internal audit procedures and confidential communication channels, as previously described in another section of this report, to identify risks and detect any irregular practices or conduct.

The organisation of social dialogue and the procedures for informing, consulting and negotiating with employees in each country are in line with applicable regulations and local customs.

In Spain, all employees are covered by the General Chemical Industry Agreement, and ongoing dialogue is maintained with employee representatives at the workplace.

There is thus legal representation of workers in six Insud Pharma Group companies in Spain, with works councils: Química Sintética, S.A. in Alcalá de Henares, Madrid (with 13 members and 2 union delegates); Laboratorios Liconsa, S.A. at its Azuqueca de Henares site in Guadalajara (with 21 members and 6 union delegates); Universal Farma, S.L. at its Azuqueca de Henares site (with 9 members); Laboratorios León Farma, S.A. at its Villaquilambre (León) site (with 18 members and 2 union delegates); Exeltis Healthcare, S.L. in Alcobendas, Madrid, (with 9 members), and Laboratorios Farmalán, S.A. in Villaquilambre, León (7 members). Negotiations with these works councils follow a system of regular or occasional meetings, adhering to the applicable regulations on trade union matters.

In the remaining Group centres and companies in Spain, dialogue is held with each employee on an individual basis. When the Company implements measures with a collective impact in these centres, all employees receive information or briefings, depending on the significance of the measure or the staff's understanding.

In other countries, practices align with the regulations applicable in each case, and labour relations may be governed by national labour codes, sector-specific collective bargaining agreements, and internal regulations.

That said, the organisation fosters open and flexible social dialogue, facilitating fluid communication of pertinent matters and specific issues through various practices, such as:

- Regular employee meetings with managers and subsidiary executives
- One-on-one meetings between employees and their managers
- Relevant information is regularly shared with the workforce via emails and circulars
- Escalation mechanism, in cases where initial consultations (between employees and managers) fail to result in agreement

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

3.5.2 Description of the balance of collective agreements, particularly in the field of occupational health and safety

GRI 3-3 (2021); GRI 403-4

The various Group companies are committed to ensuring compliance with occupational health and safety commitments. This commitment is upheld through collective bargaining agreements and adherence to relevant regulations.

3.5.3 Percentage of employees covered by collective bargaining agreements, by country

GRI 2-30 (2021)

Table 3-28. Percentage of employees covered by collective bargaining agreements, by country

Country	Collective agreement	% of employees covered by the 2024 agreement	% of employees covered by the 2023 agreement
Germany	NO	0%	0%
Argentina	YES	< 1%	N/A
Austria	YES	100%	100%
Belgium	YES	100%	100%
Brazil	YES	100%	100%
CENAM	NO	0%	0%
Chile	NO	0%	0%
China	YES	100%	100%
Colombia	NO	0%	0%
Ecuador	NO	0%	0%
United Arab Emirates	NO	0%	0%
Slovakia	NO	0%	0%
Spain	YES	100%	100%
United States	NO	0%	0%
Philippines	NO	0%	0%
France	YES	100%	100%
Hungary	NO	0%	0%
India	NO	0%	< 1%
Indonesia	NO	0%	0%
Italy	YES	100%	100%
Lithuania	NO	0%	N/A
Mexico	NO	0%	100%
Peru	NO	0%	0%
Poland	YES	100%	100%
Portugal	YES	100%	100%
United Kingdom	NO	0%	0%
Czech Republic	NO	0%	0%
Sweden	NO	0%	0%
Switzerland	NO	0%	100%
Thailand	NO	0%	0%

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Country	Collective agreement	% of employees covered by the 2024 agreement	% of employees covered by the 2023 agreement
Turkey	NO	0%	0%
Vietnam	NO	0%	0%

3.6 Training

3.6.1 Description of the policies implemented in the field of training

GRI 404-2; GRI 3-3 (2021)

In 2024, we continued our efforts to enhance the technical and leadership skills of our professionals. Due to the impact of COVID-19, we continued to solidify our strategy for digital transformation in corporate training. This involved updating programmes on our virtual campus, My Learn Space (MLS), and incorporating new content to address the Company's evolving needs.

A total of 226,324 hours' training was imparted at Insud Pharma in 2024.

The training plans drawn up by the Corporate Human Resources Department include targeted actions for different groups within the Company:

- **For all Insud Pharma employees.** As part of our ongoing digital transformation in training, we continued to enhance the content of global platforms launched in 2019/2020: These platforms include LinkedIn Learning, Language Academy, Gamelearn Campus, and product training for the sales networks of our subsidiaries. All content is available in a free and flexible format, allowing employees to access it on demand.

  Furthermore, we facilitated all on-the-job technical training necessary for ensuring that employees can satisfactorily fulfil their roles.

  We also held mandatory training in compliance with industry standards and Spanish legislation.

- **Directors, Managers, Supervisors and High Potentials.** Corporate Leadership Programme, called Leading@ All levels. The primary objective of this programme is to enhance the leadership skills of our leaders and cultivate the leaders of the future. The programme is structured around organisational roles:

  - Leading@Insud Pharma: a programme designed for General Managers and their direct reports with teams and who hold strategic roles. Its objective is to equip them with the necessary leadership skills to become more effective leaders, create high-performance teams, foster employee engagement and enhance their skills to address Insud Pharma's current and future requirements. The programme features a strategic approach.

  - Managing@InsudPharma: a programme designed for plant employees who lead teams. Its objective is to enhance their leadership skills, enabling them to build high-performance teams, enhance their skills and address Insud Pharma's current and future needs. The programme focuses on operational aspects.

  - Preparing4Leading@InsudPharma: a programme designed for high-potential individual employees. Its objective is to enhance their skills, making them more effective contributors and equipping them to address Insud Pharma's current and future needs.

  - In 2024, this leadership programme was rolled out using a classroom format and involved 277 employees from Spain, Mexico and Guatemala.

- **For technical and operations staff:** initiatives include enhancing technical skills, promoting safety in the workplace and providing technology training, with an emphasis on training in Good Manufacturing Practices (GMP) and other critical areas of knowledge within the pharmaceutical industry.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
Besides the training adapted to Insud Pharma's particular needs, the Corporate Human Resources Department shared the following training and development initiatives with the entire Group:

- The IESE Executive Leadership Programme, a Management Development initiative jointly promoted by the Insud Group and IESE – an internationally renowned school. The programme lasts three weeks, and participants hail from all countries within the Insud Pharma Group. In 2024 we launched the V Edition where 46 employees (4,140 hours of training) from Quality, Commercial, Operations, Regulatory, Supply Chain, R&D, Legal, HR and Finance from 13 different countries participated.
- In Spain, we organised **10 team-building activities** geared towards assisting managers in team management. These activities fostered connections within the Business and Department, aligning with the Company's strategy. The events were tailored for various departments, including R&D, HR, Records, Commercial, OTC, Purchasing, Finance and Supply Chain.
- In Spain, **10 training sessions** were held using the **Disc methodology** to improve team communication and cohesion. A total of 852 hours' training were given with an attendance of 213.
- As a result of the **Climate Survey (Insud Pharma Cares**) launched in July 2022, we focused on creating and implementing action plans to enhance critical areas. One such area pertained to the lack of development conversations between Managers and Directors and their teams. Our initial action plan involved hosting three "Effective Conversations" webinars specifically tailored for Country Managers, Directors and Managers across the Insud Pharma Group
- **Conversa Programme**. As a result of the work climate survey and webinars conducted in 2022, a three-year development programme was launched in March 2023. This programme is aimed at all organisational roles involving people management, ranging from plant supervisors to business and departmental managers. Its main objective is to train the Company's people managers in Spain on how to have quality and frequent conversations on key topics such as feedback, career development and managing difficult conversations. During 2024, 158 people participated in the programme. The training was structured in three face-to-face sessions, each focusing on one of the above-mentioned topics, and was held in Madrid, León and Alcalá. At the end of the programme, attendees received a Career Notebook with the most relevant content covered and which offers a practical guide to orient employees in their different career development options within Insud Pharma. This programme reinforces our commitment to continuously support managers in their role as leaders, helping them to build loyalty, empower and retain talent in their teams. It is also aligned with the annual performance appraisal exercise, as it seeks to put the focus on value conversations and place employees at the centre of the Company's strategy.
- **Virtual Coaching Programme.** One of the Company's strategic objectives is to support employees in their professional development. The Virtual Coaching Programme was thus launched, which is an initiative aimed at strengthening key skills such as leadership, emotional management, conflict resolution and communication, among other *soft skills* that contribute to enhancing professional impact. The platform was launched in November 2023 with a pilot group of 15 people in Spain, and highly positive feedback was obtained. As a result, in 2024 the programme was rolled out to the rest of the Company and integrated into the career and individual development plans of key people. During 2024, 24 employees in Spain and 24 in Asia participated, with a total of 74 hours of training provided. Overall satisfaction was very high, with an average score of 4.8 out of 5.
- **Insud Academy Talks.** This initiative was initially launched in 2019 with great success, but could not be resumed until 2023 due to the pandemic, as it is delivered in a face-to-face format. This is an internal training programme for sharing the specialised knowledge of each department, encouraging internal mobility and contributing to the professional development of employees. The sessions are led by employees nominated as Learning Champions, a figure that allows their work to be recognised and gives them visibility as experts within the organisation. The sessions last for a maximum of 2 hours, are given in person at each work centre and one of them is recorded for subsequent publication on the e-learning platform, within the Learning Communities section, which also includes a forum for consultations. The IA Talks are part of the onboarding training itinerary for all new Company employees. In 2024, 24 sessions were held, with the participation of 5 departments and more than 800 attendees.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

- **WAYL Platform.** In order to continue ensuring the well-being of our employees, we launched the WAYL Global Platform in 2021. This initiative addresses the need to holistically improve well-being and covers four key dimensions: physical, emotional, social and economic well-being. WAYL is a dynamic platform offering training, competitions and networking activities with employees from all Group countries, thus fostering a global and shared culture of well-being. In 2022, we added the Corporate Recognition Programme to WAYL in response to the results of the "Insud Pharma Cares" climate survey launched in May of the same year. This initiative remains in force and, in 2024, it enabled recognition of the seniority of 285 people, both through the platform itself and through face-to-face actions such as commemorative breakfasts and the presentation of symbolic awards.
- **MyLearnSpace** is our global multilingual virtual campus, designed to offer a flexible, accessible and employee-centric learning experience. The platform is structured around three main carousels: Regulatory, Business and Skills training, which allows each person to customise their learning path and forge the path of their own development. The Regulatory Training carousel includes all mandatory courses at both corporate and legal level, such as Compliance, Corporate Defence, Cybersecurity, Pharmacovigilance, Occupational Risk Prevention, Data Protection, Health and Safety, as well as mandatory country-specific training.

In the skills carousel, employees have access to content such as:

- Office 365 courses
- Training modules via LinkedIn Learning
- Language Academy for mastering up to three languages simultaneously
- Gamelearn Campus for gaming soft skills enhancement
- Access to external platforms of renowned business schools such as Coursera, MIT, HBS, IESE, and more

The platform has a tracking dashboard to monitor compliance with mandatory training, ensuring the traceability and accountability of learning.

In 2024, 18 new product courses were added in different languages, adapted to the training needs of the business area and specifically designed for the sales network, which is usually distributed throughout the territory and requires agile and accessible formats.

In 2024, the data on the consumption of training resources in MLS are as follows:

- **Gamelearn.** This year the number of hours amounted to 739 and maintaining an NPS of 90%. The most popular courses are: Chai (Stress Management), Triskelion (Time Management), Exit (Teamwork), Pacific (Leadership)
- **Language Academy.** 654 students and 1,669 hours of language training. Mainly English with an attendance rate of 82%.
- **Linkedin Learning.** 161 trainees, 8,097 videos viewed and 261 hours of training
- **MLS.** A total of 5,978 users successfully completed mandatory courses via MLS (note that some employees may have passed multiple courses), resulting in a cumulative training duration of 13,167 hours. These are courses on ORP, Quality, Cybersecurity, Pharmacovigilance, Compliance, Data Protection, Corporate Defence.

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- **Corporate training subsidy (FUNDAE).** In 2024, the credit allocated for both the Madrid offices and the five plants in Spain amounted to EUR 430,705.28, with 75% of this amount being subsidised. This represents a substantial increase compared to 2023, where 57% was achieved.
- **Upskilling Digital Programme.** This project was born in 2024 and is aligned with the Company's strategic Digital Transformation objective. We at HR wanted to accompany the business in this transformation process. The main objective of the programme is to train the whole organisation over the next three years in the use of MSOffice 365 tools and AI tools, in order to be more efficient and bring more value in our ways of working in daily business processes. To this end, in 2024 we will start with a few pilot departments and a number of employees who have volunteered as Change Agents (34 people), who will be involved in aligning the programme's impact in the department and will receive more in-depth training. They will pass on the knowledge to the rest of the area. This way we include training in the daily rhythm of the department without the need to be absent.

The milestones achieved in 2024 following the training initiatives include:

- An increase in active users, with 11% more documents shared in OneDrive, 19% more collaboration in Teams, 14% more storage usage in SharePoint and 12% more interactions in Teams compared to the same actions performed in Outlook.
- Sof.ia usage has soared in the last three months, with an overall increase of 35%. In addition, 255 Copilot 365 licences have been allocated and their use has increased by 40% over the same period.
- For their part, the 34 change agents received a total of 102 hours of direct training, with the aim of transferring the knowledge to the rest of their colleagues in their respective departments.

3.6.2 Total number of training hours by professional category

GRI 404-1

Table 3-29. Total hours of training by professional category (role)| 2024

A: analyst; **AD**: associate director; **C**: coordinator; **Cp**: corporate; **D**: director; **LM**: line manager; **M:** manager; **MD**: managing director; **NA**: not available; **O**: operator; **Sc**: Scientist; **Sp**: specialist; **Srep**: Sales reps; **Su**: supervisor; **Sup**: support; **T**: technician; **TL**: team leader

Country	Cp | MD | D	M | AD	TL | LM | Su | C | Sp	T | Sc | Srep	Sup | O | A	Total, (2024)
Germany	11	0	384	238	51	684
Austria	9	0	11	11	3	34
Belgium	0	0	0	0	0	0
Brazil	0	0	61	428	6	495
Chemo India	332	1 338	0	3 265	2 552	7 487
Chemo Italy	0	0	0	0	0	0
Chile	0	0	0	0	0	0
China	1	43	47	0	0	91
Colombia	1	151	37	395	140	724
Costa Rica	4	13	37	856	2	911
Ecuador	0	0	0	0	0	0
El Salvador	2	4	27	951	4	988
United Arab Emirates	0	45	0	0	99	144
Slovakia	0	0	34	11	459	504
Spain	0	12 681	12 681	12 681	4 328	42 371
United States	0	1 358	0	1 342	0	2 700
Exeltis India	0	749	6 876	22 543	0	30 168

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Country	Cp | MD | D	M | AD	TL | LM | Su | C | Sp	T | Sc | Srep	Sup | O | A	Total, (2024)
Exeltis Italy	1	207	0	4 440	193	4 841
Philippines	0	0	0	0	0	0
Finland	0	0	0	0	0	0
France	2	9	186	1 365	24	1 586
Guatemala	66	13	33	1 084	379	1 575
Honduras	2	29	13	1 050	4	1 098
Hungary	0	0	0	0	0	0
Indonesia	18	154	370	27	1 230	1 798
Mexico	150	8 117	121	54 403	356	63 147
Nicaragua	10	0	0	987	0	997
Norway	0	0	0	0	0	0
Panama	2	38	0	920	10	970
Peru	0	0	0	0	0	0
Poland	42	245	212	250	98	847
Portugal	0	13	13	13	0	39
Exeltis Spain	48	56	96	113	63	376
United Kingdom	0	0	0	0	0	0
Czech Republic	0	11	0	228	106	346
Dominican Republic	30	0	0	1 133	13	1 176
Sweden	0	0	134	0	60	194
Switzerland	16	16	40	16	16	104
Thailand	96	0	500	3 552	0	4 148
Turkey	68	13	1 986	6 277	0	8 344
Vietnam	0	0	0	0	0	0
IESE (NON-SPAIN EMPLOYEES)	NA	NA	NA	NA	NA	1 440
Language Academy (Go Fluent)	NA	NA	NA	NA	NA	1 669
Linkedin Learning	NA	NA	NA	NA	NA	261
MLS	NA	NA	NA	NA	NA	13 167
Gamelearn	NA	NA	NA	NA	NA	739
TOTALS	910	25 304	23 989	118 579	10 196	196 162

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Table 3-30. Total hours of training by employee category.

A: analyst; **AD**: associate director; **C**: coordinator; **Cp**: corporate; **D**: director; **LM**: line manager; **M:** manager; **MD**: managing director; **NA**: not available; **O**: operator; **Sc**: Scientist; **Sp**: specialist; **Srep**: Sales reps; **Su**: supervisor; **Sup**: support; **T**: technician; **TL**: team leader

Country	Cp | MD | D	M | AD	TL | LM | Su | C | Sp	T | Sc | Srep	Sup | O | A	Total, (2024)
Germany	32	1 123	0	380	161	1 696
Austria	22	44	0	10	7	83
Belgium	16	0	0	57	8	81
Brazil	103	21	8	609	6	747
Chemo India	187	609	0	1 934	1 628	4 358
Chemo Italy	0	69	452	1 163	2 942	4 626
Chile	0	0	0	451	5	456
China	4	50	28	0	0	81
Colombia	10	10	8	8	12	48
Costa Rica	66	22	492	1 400	0	1 980
Ecuador	0	0	0	19	0	19
El Salvador	265	58	0	1 076	0	1 399
United Arab Emirates	0	0	0	0	0	0
Slovakia	0	0	24	0	0	24
Spain	592	3 488	7 548	4 397	5 668	21 693
United States	0	0	0	1 330	0	1 330
Exeltis India	0	295	5 333	14 258	0	19 886
Exeltis Italy	19	152	0	628	39	837
Philippines	0	71	113	32	0	215
Finland	0	0	0	36	0	36
France	31	327	62	891	282	1 593
Guatemala	265	53	485	2 196	0	2 999
Honduras	262	58	450	822	0	1 592
Hungary	0	0	38	216	0	254
Indonesia	0	101	160	549	889	1 699
Exeltis India	0	295	5 333	14 258	0	19 886
Mexico	854	5 996	186	35 931	262	43 228
Nicaragua	272	0	0	475	0	747
Norway	0	0	0	20	0	20
Panama	261	40	251	874	0	1 426
Peru	0	0	0	128	0	128

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Country	Cp | MD | D	M | AD	TL | LM | Su | C | Sp	T | Sc | Srep	Sup | O | A	Total, (2024)
Poland	35	260	316	144	110	865
Portugal	0	0	0	0	0	0
United Kingdom	0	0	0	0	0	0
Czech Republic	0	21	16	21	0	58
Dominican Republic	275	22	0	1 518	0	1 815
Sweden	7	41	0	61	49	158
Medical Valley Sweden	0	48	0	82	0	130
Thailand	292	584	1 500	6 020	0	8 396
Turkey	22	0	1 175	8 294	153	9 644
Vietnam	0	0	0	8	0	8
IESE (NON-SPAIN EMPLOYEES)	540	0	0	0	0	540
Language Academy (Go Fluent)	0	0	0	0	0	1 432
Linkedin Learning	0	0	0	0	0	372
MLS	0	0	0	0	0	13 707
Gamelearn	0	0	0	0	0	1 131
TOTALS	4 431	13 857	23 977	100 295	12 221	171 423

3.7 Accessibility

3.7.1 Measures to ensure universal accessibility for disabled individuals

GRI 3-3 (2021)

The Group's companies adhere to the regulations in effect across all countries where we operate, ensuring the integration and universal accessibility of individuals with disabilities.

In general, our subsidiaries:

- Encourage the participation of candidates with disabilities in selection processes, provided they meet the position's requirements.
- Adapt workspaces to accommodate the needs of individuals with disabilities, removing architectural barriers to ensure accessibility and comfort.

Specifically in Spain, vacancies are published for those Group companies in which we are required by law to fill 2% of the workforce with certified disabled personnel. When vacancies arise, individuals with the necessary certification participate in the selection processes under the same conditions as other candidates, based on their qualifications and experience relevant to the position requirements. If no suitable candidates apply, companies can obtain a certificate of exceptionality from Employment Councils, allowing them to comply with regulations by contracting services from Special Employment Centres (SEC), where nearly 100% of the staff consists of individuals with disabilities.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

3.8 Equality

GRI 3-3 (2021); GRI 405-1; GRI 406-1

3.8.1 Description of measures adopted to promote equal treatment and opportunities for women and men

3.8.2 Description of equality plans, actions taken to promote employment, protocols against sexual and gender-based harassment, integration and universal accessibility of persons with disabilities

3.8.3 Description of the anti-discrimination and, where applicable, diversity management policy

The Group's companies are fully committed to adhering to the regulations in each country where we operate. This commitment includes equal treatment, protocols to address sexual and gender-based harassment, policies against all forms of discrimination and, where applicable, diversity management.

Beyond complying with local legislation and regulations, the Group adheres to a Code of Ethics and Conduct that rigorously addresses discrimination and sexual harassment as severe violations of workers' rights. Across various Group companies, efforts are made to maintain a safe working environment. Any complaints related to these matters are thoroughly investigated, and appropriate sanctions are applied.

Common practices across all Group companies to promote equal treatment and opportunities include:

- Publishing vacancies without gender-related conditions
- Determining salaries and benefits based on qualification and experience criteria, without any gender-related distinctions
- Rolling out promotion and career development plans based on employees' skills
- Actively searching for gender parity among the workforce

In Spain, we currently have eight companies that have an Equality Plan, each of which is reviewed after respective annual or biennial assessments. Since October 2020, Royal Decree 901/2020 of 13 October 2020 mandates that companies with an obligation to implement an Equality Plan must update and revise their existing plans according to new regulations, with the maximum period indicated in the aforementioned RD. The negotiation procedure begins with the constitution of the Negotiating Committee, and the maximum revision period is one year from that point.

The establishment of the Equality Plan in Spanish companies is based on a rigorous diagnosis of the workforce, broken down between men and women, which includes the analysis of aspects such as:

- Distribution by age and length of service
- New hires and departures, with special emphasis on the analysis of the causes of the latter
- Recruitment methods
- Distribution across professional groups and jobs
- Salaries by professional groups
- Reconciliation measures implemented
- Training plans provided

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
After completing the diagnosis, we propose a strategy outlined in the subsequent Equality Plan. A monitoring committee assesses the feasibility of implementing the proposed improvement measures.

Some of the measures included in the Equality Plans are:

- Avoiding discriminatory criteria during selection and making hiring decisions based on candidates' training and experience
- Providing blind CVs to those responsible for filling vacancies
- Professional Group promotion system for support staff and factory operators based on objective attitude and aptitude tests
- Salaries based on the Collective Bargaining Agreement tables for basic staff
- Annual pay gap studies based on job evaluation according to the Mercer classification system mentioned above for technical and senior positions, to ensure equal pay without gender bias
- Widespread access to established training plans

In addition, as part of the Equality Plan implementation, we have developed a Harassment Protocol. This protocol aligns with the provisions outlined in the Collective Bargaining Agreement and refers to the Group's Code of Ethics. The Code of Ethics sets forth our commitment to combating all forms of discrimination and promoting diversity management.

Effective since April 2016, the Insud Pharma Group's Code of Ethics is accessible on the Intranet for all staff members. Our core values and principles encompass the following, among others:

- **DIVERSITY** is enrichment. It involves interactions not only among cultures but also across different viewpoints, languages, and beliefs. That is why we embrace diversity and actively promote it within our Group. We exist and operate in a global, diverse society where everyone has a role and contributes.
- **WE RESPECT** our employees, partners and patients. The Insud Pharma Group's guiding principle is respect – for everything and everyone, especially those who work with us. That is why we champion diversity as a means of mutual enrichment. We foster equal opportunities, integration and freedom of belief. Our goal is to create motivating, challenging environments where our professionals feel comfortable collaborating. As a multicultural organisation, we treat others as we wish to be treated, always upholding the confidentiality and privacy of clients, partners, employees and patients alike.
- **WORKING ENVIRONMENT. DIVERSITY.** We believe that fostering a work environment conducive to attracting, retaining and fully engaging diverse talent enhances innovation and creativity within our Company. Our commitment to non-discrimination ensures equal employment opportunities for all employees and qualified applicants. This dedication permeates all aspects of our daily operations. Consequently, we actively promote a productive and collaborative work environment that embraces ethnic and cultural diversity across all organisational levels. Our collective goal is to enhance company performance by appreciating and comprehending our differences.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

- **NO HARASSMENT**[11]**.** We uphold the dignity of all individuals and value our differences. It is important that employees report if they experience or witness harassment at work or in work-related activities. Our commitment is to foster a professional environment free from harassment across our global facilities. In general, harassment refers to offensive conduct that is serious and pervasive and discriminates against an employee to the detriment and disadvantage of that employee because of a difference that is covered by legislation, such as race, sex, colour, sexual orientation, religion, national origin, ethnicity, citizenship, age, marital status, disability or veteran status. Harassment encompasses a wide range of behaviours, from direct requests for sexual favours to situations in which offensive behaviour (e.g. insults, offensive jokes or slurs, offensive material in the workplace), verbal or non-verbal threats, abuse or ridicule of someone, assault or obstruction of free movement, results in a hostile working environment. We are committed to preventing harassment. This means refraining from threatening, insulting, abusing or ridiculing others and ensuring that we do not contribute to an offensive, hostile or intimidating workplace. Our policy maintains zero tolerance for harassment.
- **EQUAL OPPORTUNITIES.** Discrimination in hiring, training, promotion, pay, etc., based on race, colour, age, sex, sexual orientation, marital status, ethnic group, disability, religion, political party membership, trade union membership, etc., is strictly prohibited.

This policy and these principles are thus conveyed and reflected in all actions taken by our managers and employees in the work environment.

[11] The term workplace harassment/harassment at work is used in accordance with the definition of human rights violations established by the International Labour Organisation (ILO)

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

4 Social commitment and relationship with communities

As a Group operating in the field of healthcare, patients and healthcare professionals are at the heart of the Insud Group's activities. All processes are therefore subject to the highest quality and safety standards. Likewise, the Group's personnel have been heavily involved in supporting local communities.

4.1 Collaboration with Communities and Social Impact Projects

GRI 3-3 (2021); GRI 404-1; GRI 203-1; GRI 413-1

As part of its commitment to sustainable development, the Group promotes a wide range of social initiatives that reflect its responsibility to the environment and the communities in which it operates. These actions are structured around several key areas: projects to promote employability and continuous training; programmes supporting women and equal opportunities; strengthening of the business fabric and entrepreneurship; as well as other social initiatives, collaborations with foundations, sponsorships and participation in associations linked to the pharmaceutical industry.

4.1.1 Projects to promote employability and continuous training

The Group is committed to local employability, professional development and continuous training and it strongly supports the professional integration of students and young people in the regions where it operates, through the creation of new jobs and internships. This enables them to continue their training and provides us with a pool of talent that is prepared for our businesses. We also offer talks and meetings with students from these institutions to bring them closer to the reality of the business world.

We are committed to building relationships with local study centres and universities. For example, we collaborate with Universidad de Alcalá de Henares, CEU, Universidad de León, Universidad de Salamanca, Universidad de Navarra, CESIF, Instituto Teófilo, ESAME and EOI, among other centres. Additionally, we have collaboration agreements with vocational training institutes in the proximity of our work centres through which we offer internships.

We sign collaboration agreements with these and other educational centres to integrate students and young recent graduates; we participate in job fairs and meetings with students to help them channel their professional opportunities and we open our work centres to organise meetings and visits for them.

We also enter into collaboration agreements with these and other educational centres to include students with scholarships; we participate in job fairs and meetings with students to help them channel their professional opportunities and we open up our work centres to organise meetings and visits for them.

The Group is committed to complying with Spanish labour legislation, whilst also upholding the Insud Group's own commitment to working for and with people. In this spirit, it strives, insofar as possible, to achieve the social goal of integrating people facing the greatest barriers to employment, thereby contributing to equality.

We work to ensure that all individuals have equal opportunities to reach their full potential. To this end, we foster various initiatives focused on equality and equity, both internally and externally. These initiatives/projects are described in the following sub-section.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

4.1.2 Projects supporting women

Many countries are promoting initiatives to support women, both in terms of training and personal and professional empowerment. Prominent examples of this commitment are the STEM Girl programme, aimed at encouraging young women to take up scientific and technological vocations, and the Never Surrender campaigns. Details of these projects are included below.

Acquisition of the Women's Health Business: Viatris

In 2024, the Insud Group acquired the women's health division of the Viatris pharmaceutical group, a strategic operation that has strengthened its position in this segment. As a result of this integration the Group has become the world's largest manufacturer of contraceptives, significantly expanding its capacity for producing and distributing women's well-being products. This acquisition not only reflects business growth, but also reaffirms the Group's robust and sustained commitment to women's health, a priority area in its pharmaceutical development and innovation strategy.

Exeltis: Commitment to Women's Health

Within the Insud Group, the Exeltis brand has, over the years, specialised in developing and marketing innovative solutions for women's health. Committed to supporting women at every stage of their lives, Exeltis offers treatments that span reproductive health, contraception, pregnancy, menopause and other specific female health needs. With a strong international presence, Exeltis works to enhance the quality of life of millions of women through a comprehensive and approachable strategy.

The Exeltis Women's Health Unit, driven by its Marketing and Sales departments, launched an initiative to develop innovative proposals that foster greater engagement from healthcare professionals in our training activities. This strategy has given rise to projects that seek to offer dynamic, educational experiences of high scientific value.

The key actions undertaken in 2024 in the area of Women's Health are outlined below:

- **Resident Day:** Three scientific conferences were organised for resident gynaecology physicians, with a total of 200 participants. These sessions addressed key issues related to women's health.
- **Specific meetings:** 24 meetings were held in different cities across Spain, with the participation of more than 900 gynaecologists. These meetings provided a space for education and dialogue regarding Slinda, our new generation contraceptive.
- **Round tables:** More than 100 round tables were held with more than 1,000 healthcare professionals, focusing on the therapeutic approach to nausea and vomiting during pregnancy.
- **Congresses:** We actively participated in five national gynaecology and midwifery congresses, where we presented our main innovations and shared scientific evidence on our solutions for women's health.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Boosting Female Talent: STEM Talent Girl Project

Once again this year, the Group has joined the STEM Girl initiative, an innovative, high-impact educational project aimed at inspiring girls and young women across Spain to pursue careers in science, technology, engineering and mathematics, from secondary school to university. The project is an initiative of the ASTI Foundation and the Castilla y León Regional Government.

- More than 7,000 female students have already participated in the 8th edition of the programme
- With an excellent rating by the participants, it has earned a recommendation score of 9/10
- 87% of girls who have taken part in the programme choose to pursue a STEM-related academic path in the following year, underscoring the initiative's positive impact on shaping vocational decisions
- In 2024, the Group made a donation of Euros 8,100 to the ASTI Foundation's STEM Talent Girl initiative, in line with our commitment to transparency and the fostering of female talent in STEM areas.

NeverSurrender: Reproductive Health Awareness

The main aim of the Never Surrender initiative is to raise awareness and educate the public about women's health and the responsible use of oral contraceptives.

Its Facebook page currently has a community of 290 thousand followers. As part of our educational commitment, we publish six social media posts and two articles on the Never Surrender website every month. In 2024, we had a total reach of 8.8 million people on Facebook and managed to attract 36 thousand new users to the website. In addition, we launched two flagship videos (hero videos) on Facebook, YouTube and TikTok, which have accumulated a combined total of 2.6 million views. As a result of the impact generated, we have received over 400 direct messages from followers seeking guidance on their health.

4.1.3 Projects supporting the business fabric

ChemoStart: Boosting entrepreneurship in health and biomedicine

ChemoStart(https://chemostart.com/)is a free philanthropic programme run by the Group to support startups in the health and biomedical sector.

Since its inception, the Chemostart programme has sought to identify innovative projects at any stage of development and provide them with tailored support to accelerate their growth and consolidation. Having held its 8th edition in 2024, the programme has continued to gain visibility and recognition both nationally and internationally.

Every year, the call for applications opens in September and closes at the end of November. During this period, applications are received from startups interested in participating.

In this latest edition, 84 projects were registered, an 18% increase compared to the previous year. Notably, almost 30% of the startups were international, reflecting the programme's global reach.

Following the application period, 12 finalist startups are selected and invited to present their projects at an event known as Pitch Day, held at the Group's headquarters in Madrid. There, in front of a jury of mentors, investors and experts from the life sciences sector, participants have the opportunity to showcase their solutions and receive valuable feedback. At the end of the event, two or three winners are chosen to become part of the six-month acceleration programme.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
During this phase, the selected startups receive personalised support from the Insud Pharma team. Unlike other programmes, ChemoStart offers not only external mentoring, but also direct access to the Group's internal departments (regulatory, R&D, legal, marketing, etc.), as well as connections to a network of key industry contacts. This allows startups to identify specific challenges and design action plans that accelerate the development of their products or technologies.

Over its eight editions, 410 startups have participated in ChemoStart, with 20 being selected to receive direct support. According to the most recent follow-up conducted in May 2024 on the startups supported in the first six editions, 80% have secured public funding (CDTI, European funds, etc.), with average investments ranging between Euros 3 million and Euros 7 million per project. In addition, 16 of these startups are still active and six have already launched products onto the market.

Insud Power: Boosting Technological Innovation in Healthcare

Insud Power was created with the aim of identifying and supporting groundbreaking ideas at any stage of development, with a focus on solving real technological challenges in the field of healthcare.

The programme seeks to find innovative approaches, whether through new formulation strategies for existing products or through solutions that overcome current barriers to medicine administration.

The criteria for evaluating companies focus on the strength of the proof of concept, the existence of intellectual property, market differentiation, and the level of development achieved, among others.

At the end of 2024, the following data can be highlighted:

- A total of 52 startups participated in the programme, each presenting highly innovative proposals
- Of these, six startups were selected as finalists and presented their projects on 30 October 2024 at Insud's offices in Madrid, before the steering committee
- Following a rigorous assessment process, the Sixfold startup was chosen as the winner of Pitch Day

Finally, we collaborate with anti-abuse associations, providing book loans and offering support and sponsorship to women scientists across several European countries.

4.1.4 Other social projects and sponsorships

GRI 2-28 (2021); GRI 203-1; GRI 413-1

We are also committed to supporting the community and promoting causes we believe are important:

On the one hand, we have the social work projects, donations and other social impact actions coordinated by the Insud Group events department, which include cultural, educational and recognition events, sporting events such as community and charity races.

On the other hand, we provide sponsorships for training activities. In 2024, we paid Euros 10,000 to sponsor Uni Dreams, which focuses on offering opportunities for students to explore innovative international university programmes.

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4.1.5 Philanthropic projects: Mundo Sano Foundation

The Group also expresses its commitment to society through the **Mundo Sano** (*Healthy World*) Foundation, whose roots date back to the Group's family beginnings

Mundo Sano, a family-run foundation, is dedicated to improving the lives of individuals impacted by neglected diseases, which disproportionately affect vulnerable populations, with severe health consequences for those affected.

Since its establishment, the Foundation has drawn on public-private collaboration to enhance public health. Its daily efforts involve on-the-ground work, both at its headquarters and in partnership with academic, public, and non-governmental organisations. Through these alliances, the Foundation undertakes projects geared towards efficiently overcoming barriers that impede people's access to healthcare, as well as generating scientific evidence to inform the development of effective public policies.

Its mission is to implement efficient management models that are replicable, sustainable, scalable, and transferable through public-private partnerships. These models are based on multidisciplinary scientific research conducted in collaboration with affected communities.

The Foundation and the Group companies play a crucial role in the commitment to produce Benznidazole – one of the two available drugs for treating the parasitic infection caused by Chagas disease.

The Foundation also collaborates in many ways with Spanish communities through diverse health initiatives aimed at improving care and facilitating access to medication for Chagas disease.

We are currently collaborating and working on over 40 projects tied to Chagas disease, helminthiasis, mosquito-borne diseases (MBD) and rabies, among other infectious diseases, all as part of an integrated approach that is in line with the concept of "One Health", including preventative actions tied to vector surveillance and control, the fostering of access to diagnosis and treatment and the implementation of research.

Collaboration with Chagas disease patient associations in Spain

In Spain, the Foundation supports individuals affected by Chagas disease in various communities. Community health workers and patient associations play a pivotal role in these efforts.

Its work in Murcia in conjunction with the public health system has notably and successfully interrupted mother-to-child transmission of Chagas disease in a non-endemic area. This project, aimed at verifying the interruption of vertical transmission, involves cooperation with the World Health Organization (WHO), the regional health department, patient associations (Illimani and AsapechaMur), the Hospital Clínico Universitario Virgen de la Arrixaca and the Mundo Sano Foundation.

In Barcelona, Pontevedra, and Valencia, the Foundation collaborates with the Drassanes Health Centre, the ACHACOVA Association, and the Network of Community Health Agents. Through community initiatives focused on detection, communication, information, and education, the Foundation supports the monitoring and care of patients with Chagas disease. The Foundation also provides specialised training for Health Agents in coordination with Hospital General de Valencia and Hospital Universitari Vall d'Hebron.

In Madrid, alongside the communication, information, and education efforts conducted by a Community Health Agent at the Bolivian Consulate, the Foundation is assessing the qualitative impact of the agent's support for patients diagnosed with Chagas disease. This evaluation, from a social perspective, focuses on adherence to medical follow-up sessions at the Tropical Medicine unit at Madrid's Hospital Carlos III.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
The agreement with the Madrid Regional Government, through its Regional Health Department, the Madrid Health Service, and Mundo Sano Foundation Spain remains in place, aimed at implementing a programme that accompanies patients with Chagas disease at Hospital Carlos III - La Paz in Madrid.

The primary goal of this agreement is to enhance awareness and provide personalised care for Chagas disease sufferers through the "Programme for Accompanying Patients with Chagas Disease." The programme includes:

- Sharing information, accompanying patients and providing intercultural mediation during Chagas disease diagnosis, treatment, and monitoring processes;
- Providing counselling and emotional support to patients and their families following a Chagas disease diagnosis;
- Providing support and guidance to foster appropriate dialogue between health professionals and patients to streamline the healthcare process

In conjunction with the WHO, the Public Health and Primary Care systems of both the Balearic Islands and Madrid, ties with nurses and midwives will be strengthened to control the spread of congenital Chagas disease, first at preconception consultations with a midwife, as well as during and after pregnancy.

National Microbiology Centre (CNM) of the Carlos III Institute of Health (ISCII)

In the diagnosis and treatment of Chagas disease among the Latin American migrant population, the Foundation collaborates with the National Microbiology Centre (CNM) at the Carlos III Health Institute (CNM - ISCIII per its Spanish acronym), a prominent institution for diagnosing Chagas disease and other parasitic infections in Spain.

One of our joint research projects with the CNM aims to generate new evidence regarding the effectiveness of Benznidazole in preventing heart disease development resulting from T. cruzi infection and in interrupting mother-to-child transmission of the disease.

Work is also being undertaken with the CNM to strengthen Spain's Network of Chagas Disease Diagnostic Laboratories. The Mundo Sano Foundation and CNM-ISCIII have consolidated this network with a view to standardising and unifying diagnostic practices for Chagas disease and other neglected parasitic illnesses. This project, in conjunction with the WHO, aims to harmonise serological, parasitological and molecular diagnostics, promote surveillance of these diseases and ensure lab quality through comparative testing and cross-consultation.

Chagas Initiative in the Balearic Islands: Work with midwives in the Balearic Islands

The Mundo Sano Foundation, in collaboration with the WHO and CNM-ISCII, actively promotes and strengthens the work of Spanish midwives to prevent mother-to-child transmission of Chagas disease.

Midwives play a crucial role in caring for the sexual and reproductive health of women of childbearing age. They oversee pregnancies and provide essential support during a baby's first year of life, serving as vital conduits for preventive messages that engage women and contribute to family health.

This project has been selected by the World Health Organization's Nursing Unit as the first project to demonstrate the leadership role of nurses and teamwork.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Ibero-American Initiative "Not a single baby with Chagas"

The 27th Ibero-American Summit of Heads of State and Government, held in Andorra on 21 April 2021, approved the Ibero-American Initiative entitled "Not a single baby with Chagas: the path towards new generations free of Chagas disease". This initiative aims to contribute to the elimination of mother-to-child transmission of Chagas disease.

The initiative currently spans eight countries: Brazil, Argentina, Colombia, Spain, Paraguay, Guatemala, Honduras and El Salvador. Mundo Sano was selected as the initiative's Technical Unit.

The initiative operates under the leadership of the Ministries of Health in the participating countries. These ministries will promote intersectoral coordination with relevant institutions and partners. Additionally, the initiative envisions establishing Ibero-American networks and engaging experts to systematise best practices and experiences. The goal is to raise awareness and enhance visibility regarding this disease across various intervention areas in an inclusive manner.

Intestinal parasites in Ethiopia

The Mundo Sano Foundation is involved in projects and activities in Ethiopia, working hand-in-hand with both federal and regional authorities in Ethiopia.

Efforts are primarily concentrated on the regions of Amhara and Benishangul-Gumuz, where the following activities and projects are being carried out:

- Training and support for laboratories and health centres
- Control of intestinal parasites through a partnership with the WHO to evaluate the impact of an intestinal parasite control programme using ivermectin
- Prevention and control of intestinal parasites in collaboration with the health authorities
- Support for the integration of neglected disease control in primary care
- Support for doctoral training for professionals
- Hygiene and sanitation-related educational activities to integrate WASH (Water, Sanitation and Hygiene) concepts in school curricula and to disseminate information on infection prevention and health promotion

Elimination of mother-to-child transmission (ETMI) Plus in Guatemala

In Guatemala, the ETMI Plus project is being rolled out to improve maternal health in the Jutiapa region of the country by integrating midwives into the health system to prevent and treat vertically transmitted diseases such as HIV, syphilis, hepatitis B and Chagas. Through the development of culturally sensitive material, produced in consultation and collaboration with the local health system, the ministry and communities on the ground, the aim is to strengthen primary health care and focus on prevention and women's health.

The Pan American Health Organization supports the ETMI Plus initiative, the aim of which is to combine multiple interventions at key moments in women's health.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

STOP 2023 – Albendazole and Ivermectin Coformulation

In February 2023, an agreement was signed with the European and Developing Countries Clinical Trials Partnership (EDCTP) to implement the project "STOP2030: Towards the interruption of transmission of soil-transmitted helminths: Promoting implementation of research results of a fixed-dose combination of co-formulated ivermectin and albendazole into policy practice".

The STOP2030 project is a public-private partnership between leading institutions in both Europe and Africa (Ethiopia, Kenya and Mozambique).

STOP2030 seeks to combine two existing drugs into a single tablet, allowing more efficient and affordable treatment of helminth infections.

Mundo Sano Foundation and project partners are developing a treatment for intestinal helminthiasis that seeks to combine two existing drugs into a single tablet to cover all five species of intestinal worms causing these infections.

Soil-transmitted helminthiases seriously impair growth and development, and disproportionately affect children and women of childbearing age in communities suffering from structural poverty.

The project is now focused on the implementation phase in order to complete the first stage of development and start discussions with health policy makers and governments for treatment implementation and to ensure that this tool is available to assist in the control of these diseases.

4.2 Collaboration with pharma industry associations

GRI 2-28 (2021); GRI 2-29 (2021)

The Company is a member of the following pharmaceutical industry associations and contributed the following amounts (excluding VAT) in 2024:

Table 4-1. Contribution to pharma sector associations

Name	Area(s) of action	Contribution (€)
Spanish Association of Generic Medicines (AESEG)	Spain	11 590
Medicines for Europe	Europe	38 500
International Generic and Biosimilar Medicines Association (IGBA).	Spain	25 000

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

5 Sub-contractors and suppliers

The Group requires all its suppliers to comply with our ethical and compliance standards contained in our Code of Conduct, which includes social, equality, safety and environmental issues, and establishes specific quality agreements with critical suppliers.

5.1 Ethical management and supplier risk assessment

GRI 3-3 (2021); GRI 2-23 (2021); GRI 2-26 (2021); GRI 308-1; GRI 404-1

The Group requires all its suppliers to sign a declaration of acceptance of our ethical and compliance standards contained in the Horizon Code of Ethics in relation to social, equality and environmental issues (section 1.8), unless they have their own written standards, which may replace those contained in Horizon, provided they meet the Group's expectations and principles and are included in a written agreement.

Within Horizon, we have four appendices to assess the supplier risk. Employees who manage these agreements have access to these documents for the appropriate assessment of our business partners. Thus, we study the different risks in advance and consider whether there are sufficient means to mitigate or avoid them, which in turn influences the decision whether or not to enter into an agreement with a third party.

5.2 Quality management of critical suppliers

GRI 2-6 (2021); GRI 3-3 (2021); GRI 2-6 (2021); GRI 308-2

The quality of our medicines is ensured from origin with the manufacture and procurement of raw and starting materials to the distribution of the medicine to the patient, including all production and control activities carried out by our plants and by third parties subcontracted to perform activities with a GxP impact.

Therefore, each of our suppliers of critical production materials, contractual manufacturing or analytical services, suppliers of other services or any other outsourced GxP activity, are appropriately qualified: e.g. screened and approved prior to use, and regularly assessed on the basis of the risks posed by the materials or services supplied. The pertinent quality control unit shall assess the quality status of the material or service supplier.

As part of the supplier and service provider rating process, the global quality audit team conducts both approval and assessment audits. These audits are planned on the basis of a risk analysis in which the quality status of the supplier, the supply chain and the associated risks are assessed.

In the event that observations that impact on the quality of the product or service are identified during the audit, the supplier will be assessed for disqualification or a remediation plan will be put in place and its implementation will be reassessed.

The main indicators related to quality management and supplier audits are shown below, comparing the results for 2024 with those of the previous year:

Table 5-1. Summary of supplier audit results, excluding Airpharm

	2024	2023	Variation
Audited suppliers	305	232	31%
Critical remarks with GxP impact	3 cases	1 case	x3
Audits concluded as "Not Acceptable"	1 case	0 cases	-

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
In 2024, the number of audits increased in line with the expansion of the Company's operating capacity. A total of 305 suppliers were audited globally, up approximately 31% compared to 2023 (232 suppliers).

Audited raw materials and services are integrated into our manufacturing processes, which are highly regulated and comply with legislation prevailing in the countries where we operate and distribute our products.

Three audits identified remarks showing deficiencies in compliance with prevailing legislation, compared to only one case in 2023. In one of these cases, the result was classified as "Not Acceptable".

Finally, the distribution of our products - from API to FDF - is carried out in accordance with Best Distribution Practices, ensuring that they reach the patient through authorised channels.

Airpharm has a procurement procedure and established requirements for supplier relations. All logistics suppliers subcontracted by Airpharm and who have contact with the goods must comply with AEO standards and sign the AEO Security Declaration. In the case of subcontracted carriers involved in air export, the carrier's declaration as set out in the National Security Plan must be signed.

At Airpharm, 25 suppliers were audited in 2024.

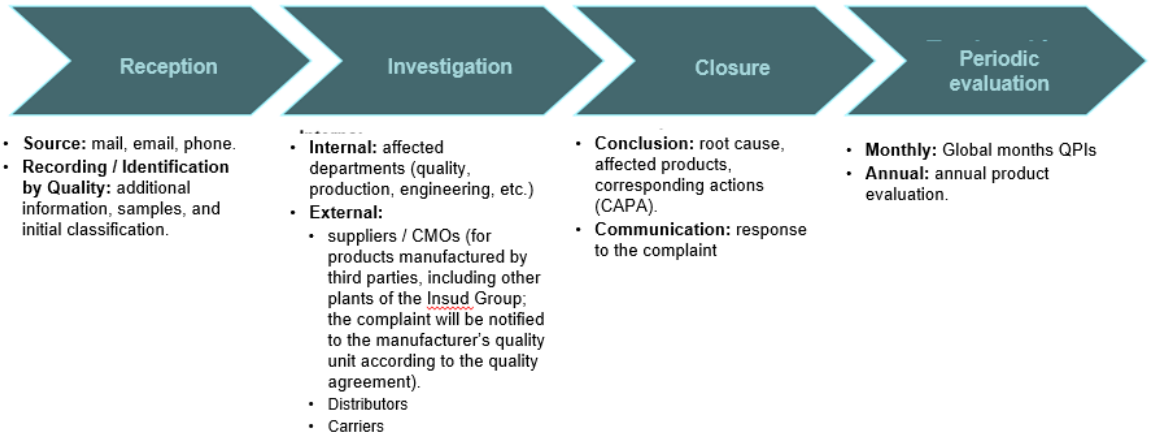
(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

6 Customers: complaints, recalls and pharmacovigilance

6.1 Complaints and recall management

GRI 3-3 (2021); GRI 416-2, GRI 418-1

Figure 6-1. Outline of the complaints system



Our commitment to patients and healthcare professionals is paramount. For this reason, a robust complaints management system (Figure 6-1) is in place, consisting of a series of actions for receiving, investigating and responding to complaints. We therefore ensure that any product issues are properly documented, investigated and responded to. Furthermore, corrective and preventive measures are taken to redress the underlying causes in order to avoid such complaints in the future.

Lastly, regular assessments of complaints are carried out at both manufacturing plant and corporate levels to enable us to identify recurrences and/or trends and propose action plans, if applicable.

In 2024, a total of 4,707 complaints were filed (3,534 in 2023) related to alleged quality defects in products from the Group's manufacturing plants.

All complaints were received and investigated in accordance with the complaints management procedures of each business unit. A total of 4,439 of these complaints were closed during this period (3,483 in 2023). [12]

After pertinent investigation, the 4,439 complaints closed have been classified into two categories: 2,346 were confirmed as related to the manufacturing process, while 2,082 were not confirmed.

Details of closed complaints related to product quality defects from the Group's manufacturing plants (confirmed) and those that are unrelated thereto (unconfirmed) are shown below (Figure 6-2 and Figure 6-3).

[12] There is a slight difference between the complaints filed and closed in this period, due to the closure in 2024 of complaints received in the previous year and the time required for receipt, investigation and closure of the sample.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Figure 6-2. Closed complaints | 2024

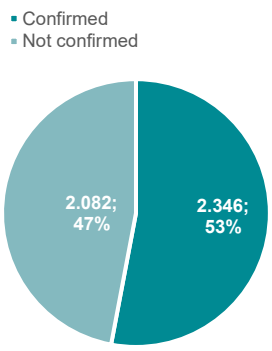
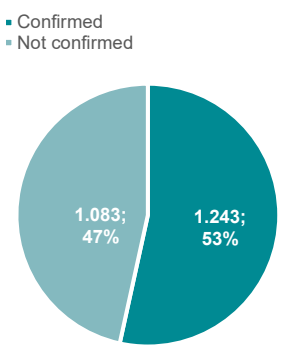


Figure 6-3. Closed complaints | 2023



Although the number of confirmed closed complaints has increased, the ratio remains stable at 47% in 2024.

If a confirmed critical defect in the quality or safety of our distributed products is identified, the Group has a market recall system in place. The effectiveness of this process is verified and reviewed regularly to ensure that the process described in the work procedures remains robust and effective.

There were a total of four market recalls in 2024 (three in 2023).

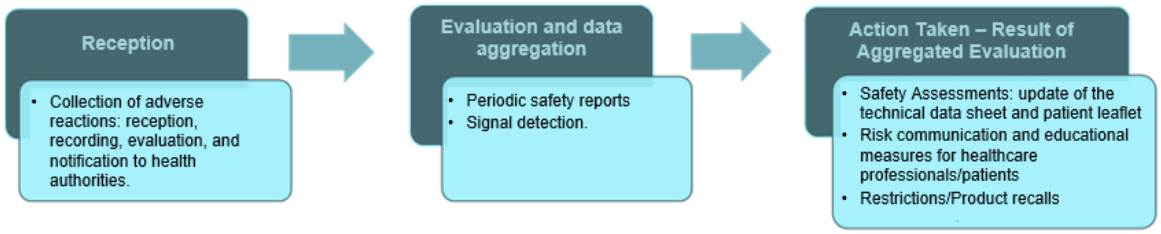
In 2024, there were no penalties related to consumer health and safety.

In addition, the number of general complaints attributable to Airpharm, originating from other Insud Group units, in 2024 is 70 (61 in 2023).

6.2 Pharmacovigilance: our commitment to the health and safety of our patients

GRI 3-3 (2021); GRI 416-1

Figure 6-4. Outline of the Group's pharmacovigilance system



Pharmacovigilance is a public health activity aimed at detecting, assessing and preventing possible adverse reactions to marketed products. An adverse reaction is considered to be any undesirable effect that occurs after the administration of a medicinal product and/or medical device.

To achieve this goal, close collaboration between the various players involved in the use of the medicine (pharmaceutical laboratories, healthcare professionals, authorities and patients) is necessary.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
True to our commitment to improving the health and quality of life of patients and ensuring their safety, each of the Group's business units, Chemo and Exeltis, in compliance with the regulations prevailing in the countries in which they operate, establishes a channel for reporting possible adverse reactions to medicines and/or medical devices, in order to guarantee the safety of our products and inform the competent health authorities and adopt the appropriate measures regarding their commercialisation.

The main indicators related to the management of individual case security reports (ICSR) are detailed below (Table 6-1):

Table 6-1. ICSRs sent to the EMA

	2024	2023
ICSRs sent to the EMA	4,186	2,073

A high level of compliance has been maintained, with a 99% compliance rate for ICSR reporting deadlines to the EMA.

Airpharm manages all quality-related complaints through the BPMS IT system. This system is validated based on the life cycle established in its Validation Plan and has been managed from a risk management perspective to ensure that at the end of the validation process, the use of the system does not present unacceptable risks. Therefore, the system does not jeopardise compliance with GMP/GDP and 21 CFR Part 11 applicable to IT systems.

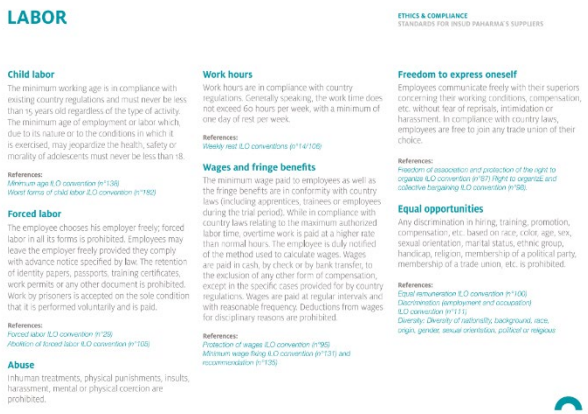
The number of general complaints attributable to Airpharm by the Insud Group in 2024 was 61, compared to 70 in 2023.

In the same year, Airpharm received a complaint from the Insud Group's quality assurance department, related to a distribution alert issued by the AEMPS.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

7 Human Rights

GRI 3-3 (2021); GRI 2-23 (2021); GRI 2-25 (2021); GRI 2-26 (2021); GRI 406-1; GRI 410-1; GRI 412-2



The Group has a comprehensive code of ethics and conduct—Horizon—that details its commitment to ethics and compliance, with integrity and transparency as core principles. Horizon is what drives the team, what pushes us forward with actions that represent the organisation's values (section 1.5). The code also covers the International Labour Organization's (ILO) core conventions on global anti-corruption regulations, as well as the FCPA and Spain's anti-corruption legislation.

The Insud Group ensures that the standards are applied throughout the Group and at each subsidiary. The code of conduct has been approved by the Compliance and Audit Committee, comprising the Chief Executive Officer, the Chief Legal Officer, the Chief Compliance Officer, the Director of Internal Audit and Risk Management, the Director of Quality, the Director of Human Resources and the Data Protection Officer.

All employees are trained in this area when they join the Group, either in person or online. We also have recurring refresher courses to remain up to date.

Human rights standards apply to any supplier involved with the organisation. They are required to comply with the supplier rules. These rules cover the following points:

- Prohibition of child abuse and forced labour
- Working hours and wage compliance pursuant to local laws
- Freedom of expression and equal opportunities
- Protection of worker health and safety
- Environmental protection
- Commercial integrity

The Group also has a direct line channel, which is a confidential and secure means of communication available to employees, customers, suppliers and other stakeholders to file complaints, activate whistleblower mechanisms or report irregular conduct, breaches of regulations, fraud, harassment, malpractice or other situations that may affect the organisation. It is a channel that allows stakeholders to connect directly with the Compliance Committee and submit incidents, which are reviewed in full confidentiality and without retaliation.

In 2024, 22 complaints were received through this channel related to conduct contrary to our internal policies.

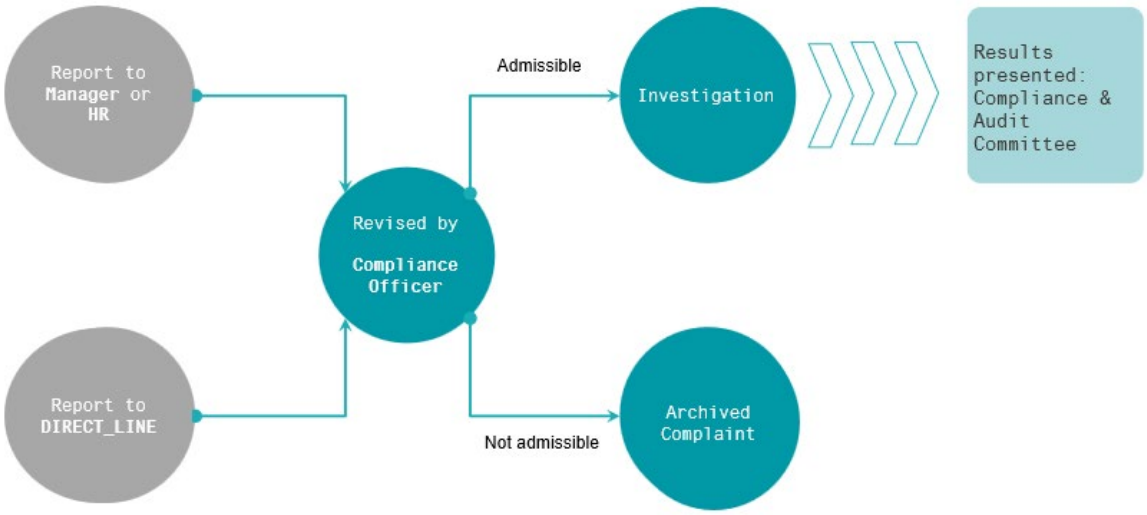
Complaints can be sent, either on a named basis or anonymously, via the website http://www.insudpharmadirectline.com/ or by contacting the Compliance Department directly by emailing directline@insudpharma.com or by contacting managers or the People Department.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
All complaints received in 2024 were handled. In all, 100% of the complaints have been closed. Notably:

- 10% were closed due to a lack of evidence and proof,
- 90% were investigated, actions taken, and reports made, or were not complaints relating to the Compliance Department, but were referred to the departments concerned, which handled and closed them in an appropriate manner with follow-up by the Compliance Department.

It should be noted that no human rights complaints were received in 2024.

Figure 7-1. Outline of the complaints process



The foregoing figure (Figure 7-1) shows the outline of the complaint resolution process. Once received through any of the valid channels the complaint is reviewed by the Compliance Department, which initiates an investigation and submits the case to the Audit and Compliance Committee. The Director of Compliance may bring in other departments in the investigation if necessary. Complaints that do not entail a breach of the code of conduct are closed.

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

8 Ethics and anti-corruption

8.1 Bribery, corruption and money laundering prevention and compliance system

GRI 2-23 (2021); GRI 2-26 (2021); GRI 3-3 (2021); GRI 205-2; GRI 205-3

The Group's main area of risk, due to its nature, is corruption in dealings with health professionals and government officials.

The Group's anti-corruption guide and mandatory practices are therefore based on global and local standards. The ABC Book forms part of the supporting documentation to our Horizon Code of Ethics. This document covers all matters relating to corruption, bribery and money laundering and describes appropriate behaviour and how to avoid poor practices (section 1.8).

In addition, the departments with the highest level of exposure have specific procedures in place to ensure proper compliance by all those involved in each process. In this connection, the Control Matrix of the Criminal Risk Prevention Manual, included in the Corporate Defense system, reflects the controls implemented in these departments, which are periodically audited by the Internal Audit Department.

This criminal risk prevention and compliance model was implemented in 2020 for Insud Pharma and completed in 2023 for Airpharm. It is audited annually, and the last review and audit took place in 2024.

Within the code of conduct, there is an appendix called the "ABC Book – Anti-Bribery and Anti-Corruption", which covers a wide range of business practices and related activities. This handbook is regularly reviewed and kept up to date and specifically addresses anti-bribery and anti-corruption measures to be respected by all Group professionals.

The following are expressly prohibited:

- *Active bribery.* Offering/giving bribes;
- *Passive bribery.* Requesting/receiving bribes;
- *Public bribery.* Bribery in the public sector; and
- *Bribery between private individuals*. Bribery in the private sector.

These specifications are also binding on any business partner with which the Group has a relationship.

For business partners that fall into the high-risk classification, a due diligence analysis is conducted before engaging in business activities to cover the risks of violation of the internal anti-bribery and anti-corruption guidance or any applicable local laws.

The code of conduct also has requirements that address:

- Anti-money laundering guidance
- Dealings with business partners
- Donations, grants and sponsorships

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)
In order to provide a specific approach to the specific requirements that the Group must follow to avoid the risk of engaging in certain bribery and corruption-related conduct, the ABC Book summarises the conduct that must be observed. Above all, conduct must always be consistent with the following principles:

- We do not bribe or pay bribes to government officials, business partners, healthcare professionals or any other external parties;
- In offering gifts, meals, travel and accommodation, events and sponsorships, we comply with our Code of Ethics and Conduct, the ABC Book, applicable laws and local and international industry standards;
- We substantially raise our standards and care in dealing with the healthcare community; and
- We seek to be transparent with information about transfers of value to healthcare organisations and professionals, and are open to public disclosure when required by local regulations or industry codes.

Throughout 2024, the Group did not have any reported cases of corruption or bribery, but all cases of conflict of interest were analysed, with each case reported to the Compliance and Internal Audit Committee and appropriate investigations and actions taken to mitigate any potential risks encountered.

Any corruption would be dealt with by the Compliance and Internal Audit Committee to escalate it to the appropriate levels for prompt, proactive and proper management.

In order to enhance measures against possible bribery, influence peddling and other offences under the criminal code, we have a form that must be completed for new sponsorships or donations.

8.2 Commitment to transparency

GRI 2-23 (2021); GRI 2-26 (2021); GRI 2-28 (2021)

As a member of Medicines for Europe, the Insud Group also publishes on its website the annual list of transactions with healthcare professionals (HCPs) in accordance with the Medicines for Europe code of conduct.

This information is available at http://www.insudpharma.com/es/transparency and contains the following documents:

- The NFIS, in accordance with Law 11/2018
- Payments to healthcare professionals for services and consulting
- Travel expenses relating to events organised by the Company or third parties
- Payments to health organisations

All transactions with European healthcare professionals are available, covering all consulting agreements, payments to medical institutions and inviting healthcare professionals to events.

In the US, the Sunshine Act also requires all transactions with healthcare professionals and medical institutions to be reported, which the Group does on an annual basis.

The lists are available on the US government website https://openpaymentsdata.cms.gov/

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

9 Taxation in 2024

9.1 Tax contribution

GRI 3-3 (2021); GRI 207-4

The Insud Group remains committed to contributing to economic, social and industrial development through compliance with the tax laws of the countries in which it operates and the OECD Guidelines for Multinational Enterprises.

The Insud Group's direct corporate income tax contribution for 2024 was approximately Euros 52 million, compared to approximately Euros 31.3 million for 2023.

In line with the Group's reporting in the Country-by-Country Report, this amount includes the cash inflows and outflows for income tax in the current year, either corresponding to income tax for the current year (2024) or for previous years.

9.2 Contribution by geographical area

GRI 3-3 (2021); GRI 207-4

The Insud Group is taxed on the profits generated in the territories where each activity is carried out. The breakdown of taxes paid in 2024 (in thousands of Euros) by geographical area is as follows:

Table 9-1. Taxes paid in 2024

Region*	Profit**	Tax paid***
Europe	**341,532.26**	**33,321.68**
Spain	270,464.28	18,913.36
Germany	19,604.53	4,139.14
France	1,470.74	118.81
Czech Republic	914.17	113.41
Slovakia	235.05	184.58
Poland	2,176.66	408.60
Belgium	30.93	34.72
Italy	24,744.23	7,180.25
Portugal	122.05	11.35
Hungary	2,439.41	160.95
Lithuania	62.81	4.42
Sweden	7,706.42	325.11
The Netherlands	5,970.70	632.71
Switzerland	705.48	141.38
Austria	719.05	63.73
Russia	-1.47	-10.72
Turkey	2,701.12	648.31
UK	892.10	205.96
Finland	574.00	45.61
LatAm	**30,956.80**	**11,213.16**
Mexico	22,987.31	8,751.12
Chile	2,544.71	-215.26
Peru	-46.54	17.82
Colombia	-665.08	166.52
Argentina	-3,928.81	923.52
Brazil	1,199.64	607.88
Uruguay	-60.67	1.50
Guatemala	253.37	314.04

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Region*	Profit**	Tax paid***
Panama	8,636.41	556.91
Ecuador	36.47	89.12
US	**27,254.41**	**5,194.13**
Asia	**-18,687.74**	**1,500.63**
Malaysia	0.63	0.00
Thailand	1,994.91	360.59
Indonesia	-266.91	61.37
Philippines	317.97	303.12
China	-740.19	12.26
India	-19,994.12	763.29
Myanmar	-0.05	0.00
MENA (Middle East and Africa)	**3,843.15**	**767.37**
United Arab Emirates	1,522.67	0.00
Morocco	2,320.48	767.37
Nigeria	0.00	0.00
TOTAL	384,898.87	51,996.97

** In line with the Country-by-Country Report, only fully consolidated companies have been considered.*

*** Profit before tax of all Group companies considered on an individual basis, excluding only the amount relating to intragroup dividends and capital gains on the transfer of ownership interests.*

**** Cash inflows and outflows in the current year, whether they relate to income tax for the year (2024) or for previous years.*

9.3 Grants

GRI 201-4

Table 9-2. Capital grants (thousands of Euros)

	2024	2023
Spain	8,343	7,374
Total	8,343	7,374

Table 9-3. Operating grants (thousands of Euros)

	2024	2023
Spain	12	91
Italy	999	2,020
Turkey	564	359
Total	1,575	2,471

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

10 Glossary

IEA	Integrated Environmental Authorisation
ACF	Activated carbon filter
AEMPS	Spanish Agency of Medicines and Medical Devices
AESEG	Spanish Association of Generic Medicines and Biosimilars
API	Active pharmaceutical ingredient
ERA	Environmental risk analysis
AITS	Automation and internal transport systems
AWS	Amazon Web Services
BPMS	Business process management system/suite
BREEAM	Building Research Establishment Environmental Assessment Methodology
CBA	Coordination of Business Activities
RDF	Refuse-derived fuel
CDTI	Centre for Technological Development and Innovation
CESIF	Centre for Higher Studies in the Pharmaceutical Industry
CEU	Centro for University Studies
CFL	Compact fluorescent lamp
CFR	Code of Federal Regulations
CNM	National Centre for Microbiology
VOC	Volatile organic compound(s)
CSDDD | CS3D	Corporate Sustainability Due Diligence Directive
CSRD	Corporate Sustainability Reporting Directive
CTE	Technical Building Code
BOD	Biochemical oxygen demand
DMS	Document management system
COD	Chemical oxygen demand
EBR	Electronic batch records management system
WWTP	Wastewater treatment plant
EDCTP	European and Developing Countries Clinical Trials Partnership
EFRAG	European Financial Reporting Advisory Group
EIA	Environmental impact assessment
NFIS	Non-financial information statement
EMA	European Medicines Agency
EOI	Escuela de Organización Industrial
ESAME	Safety Evaluation of Medicines in Spain
ESG	Environmental, social, governance
ESRS	European Sustainability Reporting Standards
MBD	Mosquito-borne diseases
ETMI	Elimination of mother-to-child transmission
ETP	Effluent treatment plant
FAO	Food and Agriculture Organization
FCPA	Foreign Corrupt Practices Act
FDA	US Food and Drug Administration
FDF	Finished pharmaceutical form

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

FP	Vocational training in Spain
GDP	Good distribution practices
LPG	Liquefied petroleum gas
GMP	Good manufacturing practice
GQU	Global Quality Unit
GRI	Global Reporting Initiative
GxP	*Good [x] Practices*, referring broadly to all regulations and standards of good practices applicable to regulated sectors (e.g. **GMP** for good manufacturing practices; **GLP** for good laboratory practices; and **GCP** for good clinical practices)
HBS	Harvard Business School
HCP	Healthcare professional
HSE	Health, safety and environment
ICSR	Individual Case Safety Report
IESE	Instituto de Estudios Superiores de la Empresa
IIRC	International Integrated Reporting Council
IPPC	Integrated pollution prevention and control
IPE	International position evaluation
IRO	Identification of risks and opportunities
ISCIII	Instituto de Salud Carlos III
ISO	International Organization for Standardization
KBA	Key Biodiversity Areas
LED	Light-emitting diode
LIMS	Laboratory information management system
MIT	Massachusetts Institute of Technology
MLS	My Learning Space
BAT	Best Available Techniques
OECD	Organisation for Economic Co-operation and Development
SDG	Sustainable Development Goal
AEO	Authorised Economic Operator
ILO	International Labour Organization
WHO	World Health Organization
WOAH	World Organisation for Animal Health
UN	United Nations
OTC	Over-the-counter drugs
PLC	Programmable logic controllers
UNEP	United Nations Environment Programme
ORP	Occupational risk prevention
PRTR	Pollutant Release and Transfer Register
PSF	Pressure sand filter
WWTP	Wastewater treatment plant
QMR	Global Management Review
QPI	Quality performance indicators
RD	Royal Decree
RECAPI	Strategic Reserve of Industrial Production Capacities

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

IMS	Information management system
CSR	Corporate social responsibility
RTO	Regenerative thermal oxidiser
ODS	Ozone-depleting substances
SCADA	Supervisory Control and Data Acquisition
QMS	Quality management system
SIGRE	Integrated Packaging Management and Collection System
SST	Health and safety at work
STEM	Science, technology, engineering, maths
TR	Ton of refrigeration
EU	European Union
IUCN	International Union for Conservation of Nature
ATU	Air treatment unit
UWWTD	Urban Wastewater Treatment Directive
VFD	Variable frequency drive
HIV	Human Immunodeficiency Virus
VRV	Variable refrigerant volume
WHC	Women's healthcare

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

APPENDIX 1

Tables and figures

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

TABLES

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

FIGURES

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

APPENDIX 2

Table of contents required under Law 11/2018

(Free translation from the original in Spanish. In the event of discrepancy, the Spanish-language version prevails.)

Table of contents required under Law 11/2018

Law 11/2018	Section(s) of the report		Page(s)	Equivalent GRI standard (GRI 2016, except as otherwise indicated)
GENERAL DISCLOSURES	1	General Disclosures	**6 - 28**	
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Application of the precautionary principle	**2.2**	**Main impacts, risks and opportunities**	29 - 32	GRI 2-23 (2021)
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Average remuneration and trends, disaggregated by gender, age and employee category or similar value	3.2.3	Average remuneration and trends therein, broken down by gender, age and professional category or similar	60 - 61	GRI 405-2
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