



MISSIONPHARMA
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On a mission
for better health

Missionpharma

Sustainability report 2024/25



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ABOUT THIS REPORT

Missionpharma's sustainability report summarises our Environmental, Social, and Governance priorities and progress for the financial year 2024-25.

We present our performance towards the UN Global Compact's Ten Principles on human rights, labour, environment, and anti-corruption aligned with the UN Sustainable Development Goals.

All data included in this report covers the period 1/4-2024 to 31/3-2025, which corresponds to our financial year, unless otherwise mentioned.





Statement from our CEO

Since joining UN Global Compact in 2018, Missionpharma continues to develop and refine our approach to working with sustainability and reporting about related initiatives to our stakeholders.

This year, we are again happy to share our status, progress, and outlook under the Environmental, Social and Governance (ESG) framework.

Missionpharma's impact in providing essential medicines to more than 100 million people in need every year has only been accentuated by the most recent events since President Trump took office in January and immediately dismantled USAID with a substantial negative impact in our expected revenue for 2025/26.

Luckily, just a year before, we launched a new bulk stock business focused on critical products for emergency situations, which should benefit as new funding structures hopefully fall into place. Hence, the first calendar quarter of 2025 has been hectic with new partnership work!

At the same time, we continue to explore new products and markets, such as expansion in selected Latin American and South American countries, while executing existing wins

like the biggest Interagency Emergency Health Kit (IEHK) award for WHO. The latest expansion of our logistics and kit packing hub in Kandla, India, with space for additional solar capacity investments, ensures our readiness for further growth in this area.

However, 2025 will stand out with two very special events. Firstly, the launch of our new ERP system planned to go live in May will take us literally into the cloud after 18 months of dedicated work by many employees globally. Secondly, 2025 marks our 50th years anniversary from our founding as a company selling off-patent pharmaceuticals to missionary clinics in Africa from the Ginnerup family's home in Allerød, just a few kilometres from our current headquarters in Lyngby, to our reputation today as a well-known international player and part of CFAO and TTC Group. This history will be shared and celebrated throughout the year.

Once again, I remain impressed by the dedication of our employees around the world, and grateful for the trust and commitment of our customers, suppliers, and other partners. Together, we can surely get through these turbulent times and maybe even come out stronger to deliver on our mission to provide better and safe healthcare accessible to people all over the world.

Christian Overgaard
CEO, Missionpharma Group

Locations

HEADQUARTERS

Missionpharma A/S
Vassingerødvej 9
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www.missionpharma.com
CVR no.: 26 90 23 98





OUR PURPOSE

On a mission for better health

We believe that access to safe and affordable healthcare is a human right. Since 1975 we have contributed to improving global health by supplying quality medicines and medical devices to people all over the world.



OUR VALUES



We care

We care about people. We take responsibility and treat each other and the world around us with respect.



We deliver impact

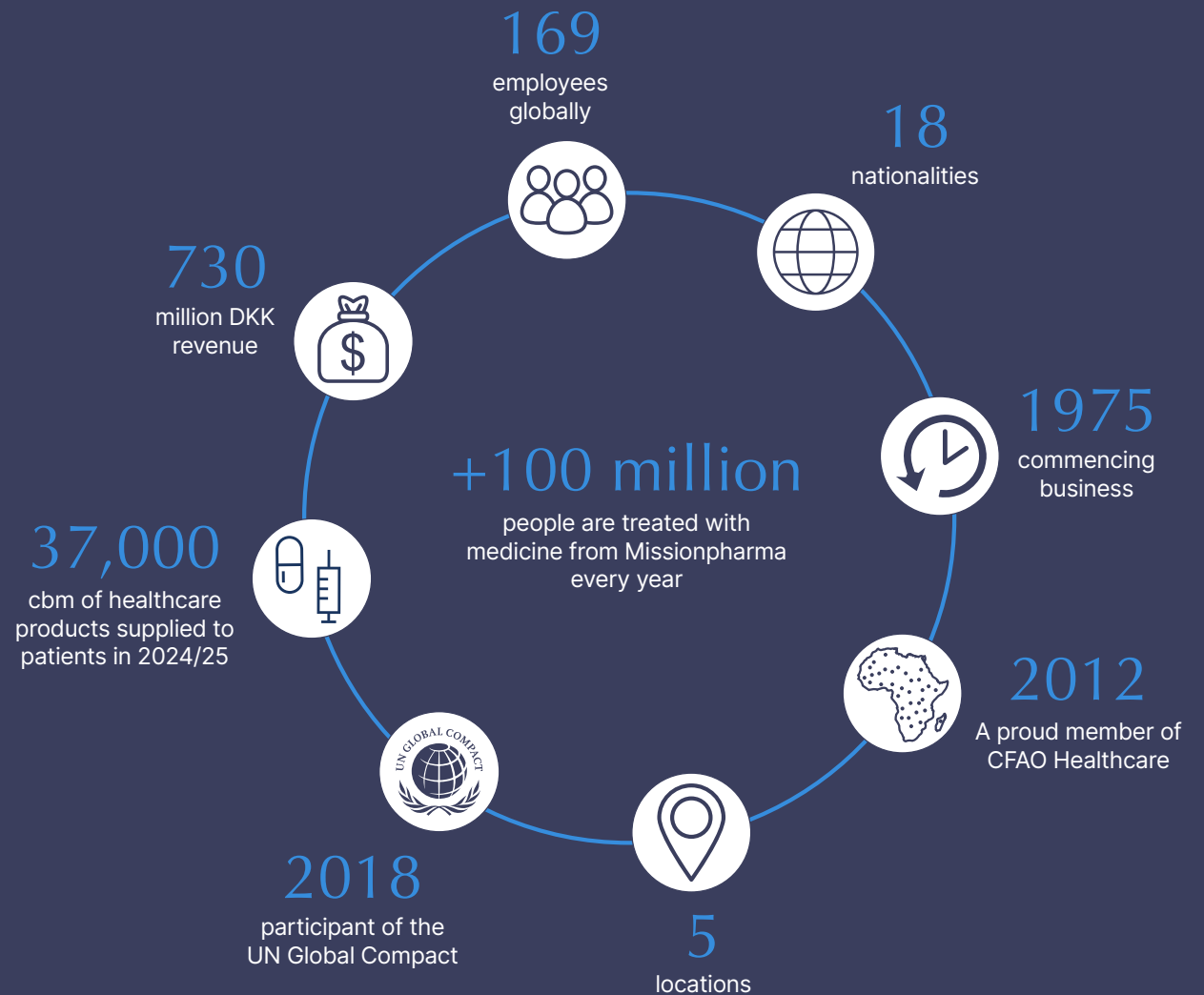
We are dedicated to making a difference. We work relentlessly to deliver solutions with impact.



We are one

We succeed by working together as one – a diverse team of specialists. We are the sum of our collective expertise.

Facts & figures



About us

Missionpharma is a global supplier of generic pharmaceuticals, medical consumables, hospital equipment, and medical kits to public and private institutions, international development organisations, and UN entities.

As a private, global pharmaceutical wholesaler, we make significant impact by improving the health of millions of people worldwide. For 50 years, we have been dedicated to our mission to ensure access to safe, affordable healthcare for all.

Our team spans the globe, with 65 people at our Danish headquarters in Lyngby and 104 across our offices in India, China, and Zambia. Additionally, we have a local agents and distribution networks in over 30 countries, primarily on the African continent.

ON A MISSION FOR BETTER HEALTH

We are committed to improving worldwide access to safe, affordable healthcare, while incorporating environmental and social responsibility into our operations.

We manage complex health supply projects, ensuring reliable deliveries worldwide. Specialising in comprehensive project management, we simplify complex challenges, prioritising respect for individuals and societies.

Our deep understanding of market needs drives our efforts to improve our market position and develop new strategic business areas, all while maintaining a commitment to quality, affordability, and societal impact.

Our business model and values drive us towards fulfilling our mission for better health and we focus on sustainable growth by leveraging collaborations with customers and local partners to develop solutions that benefit and engage communities.

OUR PRODUCTS



Generic pharmaceuticals



Medical consumables



Hospital equipment



Medical kits



▶▶ Read more about us at www.missionpharma.com

For 50 years we have been dedicated to our mission for better health by working to ensure access to safe and affordable healthcare for all. Every year, our products touch the lives of more than 100 million people worldwide.

50 years of impact

The year 2025 marks a very special year for Missionpharma as we proudly celebrate our 50th anniversary. Since 1975, we have been dedicated to making safe healthcare accessible to people all around the world, and our dedication remains as strong as ever.



#50YearsOfImpact

Since Missionpharma was founded in 1975, we have been on an incredibly exciting journey, significantly impacting millions of lives worldwide and creating an exceptional workplace for all our employees.

THE EARLY YEARS

Our story began in 1975 when Poul Ginnerup established Missionpharma in the family home in Storkevang, Allerød. Supported by his wife, Paule Ginnerup, and later their son, Kim Ginnerup, the Ginnerup family successfully built Missionpharma into the leading global pharmaceutical wholesaler we are today.

Much has changed since Poul started selling off-patent pharmaceuticals to missionary clinics in Africa. Today, our team of 169 employees across three continents serves over 100 million people annually with life-saving healthcare supplies.

KIT PACKING AS A KEY COMPETENCE

Our kit packing journey began in 1985 when we secured a large order for medical kits to Ethiopia, funded

by the charity song 'We Are the World'. Since then, kits from Missionpharma have become the backbone of primary healthcare in many African countries, establishing us as a world-leading supplier of essential medicines kits as well as emergency kits for humanitarian crisis.

India now serves as a central hub for our warehousing and kitting operations. With the second expansion of our facilities in India in September 2024, we have increased our capacity to serve our customers by an impressive 66% in just three years.

READY FOR THE FUTURE

As we reflect on our achievements over the past 50 years, we are just as dedicated to providing better access to quality healthcare as we were back then.

We have cultivated a strong global team of dedicated and passionate employees, and we wish to thank everyone for being an important part of our journey. We are more than ever inspired to continue our mission for better health for all.



Missionpharma's headquarters at Tranevang in Allerød, 1984.



Packing activity in the early days, 1982.



The founder of Missionpharma, Poul Ginnerup, 1978.

Quality in every aspect

We strongly believe that access to quality-assured essential pharmaceuticals and medical supplies is a fundamental human right, and we work hard to improve access to quality products on a global scale.

Our commitment to patient safety is the foundation of all our operations. We uphold the highest quality standards in every aspect of our activities to continuously advance the safety, reliability, and quality of our products and services.

Our dedication to quality permeates every layer of our operations. All our manufacturers must pass our comprehensive pre-qualification programme, which includes regular on-site Good Manufacturing Practice (GMP) audits conducted by our own certified auditors, as well as continuous performance monitoring and assessment.

CERTIFICATIONS AND STANDARDS

Missionpharma holds ISO 9001, ISO 13485, and ISO 14001 certifications awarded by Bureau Veritas. Our pharmaceutical warehousing and kit packing facilities in Denmark are EU-GDP certified from the Danish Medicines Agency, while our facilities in India are WHO-GDP certified by Bureau Veritas.

Additionally, our integrated Quality Management System complies with WHO Model Quality Assurance System for Procurement Agencies and is continuously refined to drive improvements in safety and quality.



GLOBAL QUALITY TEAM

We have a global quality organisation with pharmacists located in Denmark, India, China, and Zambia. Our dedicated quality team comprises highly trained and certified auditors who ensure that we collaborate exclusively with audited and approved manufacturers.

Audit frequencies and geographic regions are adjusted based on business needs and requirements.

PLANTS AUDITED	2024/25
India	19
China	7
Other countries	2
TOTAL	28

Our strict quality practices not only ensure compliance with international standards but also support our mission to deliver impactful healthcare solutions worldwide.

QUALITY POLICY

Patient safety is of great concern to Missionpharma. Therefore, we ensure that our products comply with predefined quality standards and the individual requirements of our customers. This is achieved through a focused effort on quality, safety, and reliability of products and services and adherence to current legislation and relevant guidelines – assisted by an integrated Quality Management System and personal commitment on its continuous improvement



Global warehousing and kitting

As a leading supplier of healthcare products and medical kits we offer complete pharmaceutical warehousing and kitting solutions from our facilities in India and Denmark.



GLOBAL WAREHOUSING

Missionpharma has established a comprehensive integrated logistics setup, which includes state-of-the-art GDP-certified pharmaceutical warehousing, kitting, and stockholding facilities in India and Denmark, providing a total of 19,500 m³ and 13,000 pallet positions.

Having warehousing facilities on two continents, in India and in Denmark, enhances our global distribution capabilities, ensuring efficient and timely delivery to our customers worldwide. This strategic advantage allows us to respond swiftly to market demands and maintain high service levels across different regions.

All facilities are a fully integrated part of the Missionpharma Group and are subject to our comprehensive Quality Management System.

INDIAN WAREHOUSING

We primarily source products from manufacturers in India and China, with a special focus on serving non-European Union countries, particularly in Africa and Asia. The strategic location of our Indian logistics setup not only improves our inbound logistics but also provides significant advantages by shortening the distance to our manufacturers and markets in Africa and Asia.

Our Indian facilities offer six integrated temperature-controlled warehouses and five kit packing lines with a total capacity of 12,750 m³ and 10,200 pallet positions.

DANISH WAREHOUSING

Our warehouse in Lynge, Denmark, is well located to optimise the supply chain and reduce CO₂ emissions when working with European manufacturers.

Our Danish facilities offer complete pharmaceutical warehousing, storage, consolidation, kitting, and logistics services, providing 6,600 m³ of space and 2,700 pallet positions.

OWN WAREHOUSING CAPACITY

DENMARK:	6,600 m ³		Pallet positions: 2,700
INDIA:	12,750 m ³		Pallet positions: 10,200

THIRD-PARTY WAREHOUSING IN CHINA

In addition to our fully owned warehousing facilities in India and Denmark, we closely collaborate with our third-party logistics partner in China, Shanghai Allpowerful Logistics.

Established in 2003, Shanghai Allpowerful Logistics is ISO 9001-certified and offers 5,000 m² of state-of-the-art storage and warehousing, along with a comprehensive range of logistics services. We have a Service Level Agreement in place, and the warehouse is audited for WHO GDP compliance every 3-5 years, as well as receiving regular visits from our Quality department.

Missionpharma has partnered with Shanghai Allpowerful Logistics for nearly a decade, benefitting from their reliable assistance for our logistics needs in the region.

Phase 2 expansion of our warehouse capacity in India

With the second expansion of our warehousing and kitting facilities in India in September 2024, we have increased our capacity by an impressive 66% in just three years.

With millions of people in urgent need of life-saving healthcare due to global humanitarian crisis, the ability to stock and manage healthcare products and medical kits is increasingly vital. India serves as a central hub for our operations, and we continuously upgrade and enhance our warehousing facilities and services to meet the growing demands of our customers.

In September 2024, we inaugurated a new GDP-certified and locally FDA-approved warehouse in Kandla, expanding our warehouse capacity by 17%. Combined with our Phase 1 expansion in March 2023, our total capacity in India has increased by 66% in just three years. We can now offer a total capacity of 10,200 pallet positions and 12,750 m³ for warehousing, kitting, and stock-holding in India.

Our new facilities in India integrate six temperature-controlled warehouses and five kit packing lines, allowing us to serve our customers with even greater speed, precision, and quality.

NEW OFFICE FACILITIES

Alongside our warehouse expansion, we proudly inaugurated our new offices in Kandla in December 2024. The facility features 45 workstations, a large conference room, an archive room, a dedicated server room, and a spacious, modern canteen.

Additionally, we have designed a recreation room for employees to enjoy, offering various activities and facilities for games, relaxation, and socialisation.

SOLAR-POWERED WAREHOUSES

Aligned with our commitment to minimising CO₂ emissions, the construction of our new warehouses emphasises environmental sustainability, primarily utilising solar energy and integrating environmentally-friendly construction methods. We have also established water conservation tanks to collect and store rainwater for landscape irrigation, cleaning and maintenance of solar panels.



WAREHOUSE CAPACITY IN INDIA

Storage capacity:	12,750 m ³
Pallet positions:	10,200
Racking systems:	Radio shuttle and traditional racks
Approvals:	ISO 9001, ISO 14001, GDP, Indian FDA

Healthcare supplies and kits in stock

Recognising the critical importance of immediate access to healthcare supplies in crisis situations, we keep stock of a wide range of essential healthcare products and emergency kits in our warehouses in India and Denmark.

EMERGENCY PREPAREDNESS

Holding bulk products and medical kits in stock is key to our ability to quickly address emergencies across the globe and supports our dedication to delivering impact where needed most. At the same time, it underscores our readiness to support non-governmental organisations and UN entities in crisis situations. Our strategic approach to holding products in stock significantly improves our ability to serve our customers effectively in critical times.

We keep more than 200 products in stock, tailored to meet the urgent health needs in connection with any humanitarian crises anywhere in the world. We also stock a range of emergency kits as a key element in our preparedness strategy.

STOCKHOLDING IN INDIA AND DENMARK

Products and kits are stored in our GDP-certified warehouses, strategically located in India and Denmark to support a swift and efficient dispatch to destinations worldwide.

With the recent upgrade of our warehousing and kitting facilities in India, we are even better equipped to serve our customers with essential healthcare products and kits needed in connection with humanitarian crises.

In partnership with our sister company, Fazzini, our product range also includes a broad selection of high-quality hospital equipment readily available from stock.

With our new facilities in India, now spanning a total area of 12,750 m³, we have increased our capacity to stock healthcare supplies and emergency health kits for immediate dispatch anywhere in the world.



CASE

Interagency Emergency Health Kit (IEHK) 2024 now in stock

In the aftermath of an emergency situation, it is crucial to re-establish health services as early as possible. Emergency kits play a fundamental role, as they ensure timely and effective care desperately needed in crisis situations.

A CORNERSTONE OF HUMANITARIAN EMERGENCY RESPONSE

In 2024, Missionpharma began building and supplying the new Interagency Emergency Health Kit (IEHK) 2024 - a crucial resource in global humanitarian emergency response and the latest addition to our portfolio of emergency health kits.

The IEHK 2024 is primarily intended for use in the early phase of an emergency and provides essential medicines

and medical devices urgently needed for life-saving purposes in any emergency situation.

EMERGENCY DISPATCH

Without the quick and effective provision of health services, humanitarian crises can have profound and catastrophic health impacts on affected communities.

To support our emergency preparedness, Missionpharma maintains stock of the IEHK 2024 and can dispatch the kit within 48 hours in case of an emergency or disaster.

ABOUT INTERAGENCY EMERGENCY HEALTH KIT (IEHK) 2024



The IEHK 2024 is designed by the WHO and includes essential medicines and medical devices crucial for life-saving interventions. The kit is tailored to support an outreach population of 10,000 people for up to 3 months during the critical early phase of emergencies.

The kits are used by United Nations agencies, non-governmental organisations, and national governments to ensure rapid and reliable access to essential health supplies in the aftermath of natural disasters such as floods, droughts, earthquakes, tsunamis, and human-made crises such as armed conflicts.

IEHK 2024 is designed to serve an outreach population of **10,000 people for 3 months.**



The IEHK 2024 is organised into two main modules: a basic module and a supplementary module. Each module is further subdivided into several stand-alone units (a total of 12), each containing different medicines and consumables targeted to support the healthcare needs at primary and hospital care level.

The IEHK can be bought as a complete kit, or each unit can be bought individually. This flexibility allows all units to be ordered in preferred quantities based on local needs.



Fazzini is Missionpharma's sister company and a leading international manufacturer and supplier of hospital furniture and medical equipment.



Member of CFAO Healthcare

Missionpharma is a proud member of CFAO Healthcare, the healthcare division of CFAO Group – a major distributor of international brands in Africa.

The CFAO Group group specialises in distribution of a diverse range of brands across the mobility, healthcare, consumer goods, and infrastructure sectors. It operates under the ownership of Japanese Toyota Tsusho Corporation (TTC), listed on the Tokyo stock exchange.

CFAO Healthcare is the healthcare division of the CFAO Group and a leading distributor of branded-originator pharmaceuticals to the private market in Africa. Our partnership enables us to further develop and strengthen our operations, and thereby improve our ability to contribute to better health on a global scale.

STRATEGIC PARTNERSHIP WITH FAZZINI

Missionpharma and Fazzini are both part of CFAO Healthcare and work together to serve CFAO Healthcare's institutional clients. The cooperation between Missionpharma and

Fazzini creates significant opportunities to better serve our institutional clients with a broad range of quality hospital furniture and medical equipment, along with associated services. Through our partnership, we are able to combine our resources and make joint bids for certain contracts related to hospital equipment.

Working closely with Fazzini enhances our product portfolio, especially in the area of hospital equipment, and our cooperation is vital to ensure our ability to offer a comprehensive selection of high-quality hospital equipment readily available from stock.

EXPANDING SYNERGIES IN AFRICA

Since the acquisition of Missionpharma by CFAO in 2012, we have been dedicated to exploring, developing, and optimising synergies within the CFAO Group.

A significant advantage of our close cooperation is the utilisation of CFAO's extensive network across Africa to distribute Missionpharma's private market brand of medical disposables, PharmaDanica®. These products are sold through the Group's sister companies, Laborex, which operate in 22 African countries and have direct access to over 6,000 pharmacies in the region.

In addition to the continuous supply of PharmaDanica® medical consumables to the Laborex network, we are actively developing new synergies and expanding our product range.

Recently, we have successfully supplied a diverse range of infusions to Uganda, Burkina Faso, Gabon, Congo, and Senegal. This initiative not only enhances our product offerings but also strengthens our commitment to improving healthcare accessibility across Africa. We are enthusiastic about the potential for further synergy development and the positive impact it will have on the communities we serve.



Group structure

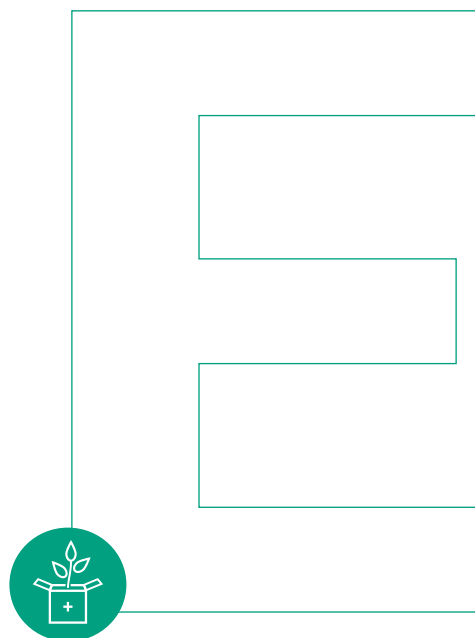


For further information, please visit:

Missionpharma: missionpharma.com
CFAO Healthcare: cfaogroup.com/en/healthcare-en/
CFAO Group: cfaogroup.com
TTC: toyota-tsusho.com
Fazzini: fazzini.it

Our sustainability commitments

At Missionpharma, our biggest contribution to society is to make safe and affordable healthcare accessible, thereby improving the lives of more than 100 million people every year. We are dedicated to our mission for better health and to aligning operations with our Environmental, Social, and Governance commitments.



ENVIRONMENT

We want to reduce our impact on the environment by integrating environmental responsibility into all our activities.



SOCIAL

We want to add value to society by delivering impactful solutions. We care for our employees and we offer a safe, inclusive, and inspirational workplace.



GOVERNANCE

We want to be a responsible and trusted partner by ensuring high ethical standards across the value chain.

Our support to the Sustainable Development Goals

As a participant of the UN Global Compact since 2018, we have integrated the Sustainable Development Goals (SDGs) into our ESG framework, highlighting our important role in global healthcare and our commitment to delivering impactful and sustainable solutions.

TARGETING OUR IMPACT

Since we became a participant of the UN Global Compact, we have been fully committed to engaging with the Sustainable Development Goals as an integrated part of our sustainability strategy. As a leading pharmaceutical wholesaler to the global public healthcare market, Missionpharma touches, directly or indirectly, many of the goals, and we continuously focus on where we can make the most meaningful impact.

From the very beginning, our focus has been on Goals 3, 8, and 13, where our capabilities and purpose align closely with their objectives. Goal 3, Good Health and Well-being, stands out as our primary area of contribution, reflecting our commitment to enhancing global access to safe and affordable healthcare. We also dedicate significant efforts towards Goal 8, Decent Work and Economic Growth, and Goal 13, Climate Action, where our initiatives drive positive change.

In addition to these goals, we have a strong emphasis on Goal 17, Partnerships for the Goals, which was included as a new goal for us last year. Our entire business is built on long-standing global partnerships, and without those, we would not be able to make a positive impact on global health. SDG 17's emphasis on strengthening collaborative partnerships between governments, the private sector, and society complements Missionpharma's existing commitments and supports a more integrated approach to sustainable development.



Our efforts take place on several levels: directly with governments and Ministries of Health, indirectly via donors and UN organizations, and both at Missionpharma level and as part of CFAO Group. Our ultimate objective is to boost international support for effective and targeted capacity-building activities in developing countries, thereby supporting national plans to achieve the Global Goals.

We are particularly committed to SDGs 3, 8, 13, and 17, as they complement our contributions to society and align with our purpose.

Our support to the Sustainable Development Goals



SDG 3: GOOD HEALTH AND WELL-BEING

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

Missionpharma particularly contributes to the following sub-targets:

- 3.1: Reduce the global maternal mortality ratio
- 3.2: End preventable deaths of newborns and children
- 3.3: End the epidemics of AIDS, tuberculosis, malaria
- 3.4: Reduce premature mortality from non-communicable diseases
- 3.7: Ensure access to sexual and reproductive health-care services
- 3.8: Achieve universal health coverage

CONTRIBUTION TO SDG 3

Missionpharma is committed to support SDG 3 and to specifically contribute to selected sub-targets through dedicated efforts to provide access to quality medicine and medical supplies on a global scale.

We do so by organising dedicated initiatives to improve maternal and child health and reduce the maternal mortality ratio, we supply products to combat HIV, TB and malaria epidemics, we provide products to prevent and treat non-communicable diseases (NCDs), we offer solutions to address family planning issues and we improve access to universal health coverage. As the biggest supplier of the injectable generic contraceptive, depot medroxyprogesterone acetate (DMPA) to the global donor community, we actively contribute to providing women all world increased control of their reproductive health.



SDG 8: DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

CONTRIBUTION TO SDG 8

We prioritise our employees' well-being, safety, and development by providing a safe, inspirational, and inclusive work environment. Additionally, we drive our company's economic expansion and secure long-term sustainable growth by constantly broadening our activities, growing our global workforce, and maintaining stringent compliance across the entire value chain.



SDG 13: CLIMATE ACTION

Take urgent action to combat climate change and its impacts.

CONTRIBUTION TO SDG 13

With climate change being among the world's biggest challenges we aim to foster a climate-conscious culture, promoting environmentally sustainable practices across our teams. Central to our approach is our ISO 14001 certifications in India and Denmark, serving as a cornerstone framework that guides our efforts to reduce our environmental footprint. Every year, we define concrete targets to reduce our environmental footprint, focusing on energy and CO₂ reduction supported by continuous investments in solar energy in our own premises.



SDG 17: PARTNERSHIP FOR THE GOALS

Revitalize the global partnership for sustainable development.

CONTRIBUTION TO SDG 17

Missionpharma is committed to fostering partnerships across borders and sectors. Our approach includes building robust relationships with suppliers, customers, Ministries of Health, and other partners worldwide, thus creating a unified force for partnership progress. Understanding the importance of financial resources in driving development, we actively work to mobilise funds for developing countries from diverse sources. In addition to global partnerships, we explore localisation partnerships, aiming to build capacities within communities and ensure that development benefits are shared widely and equitably. We also cooperate with our group of sister companies, Laborex, operating across 22 countries, offering direct access to an extensive distribution network throughout Africa.

Aligning our sustainability commitments with the SDGs

Missionpharma's strategy towards sustainability has developed systematically in recent years in line with our increasing focus on making a positive impact. Therefore, we have thoroughly incorporated sustainability into our corporate strategy and business operations.

A FOCUSED SUSTAINABILITY STRATEGY

Our strategy centres on key sustainability and environmental, social, and governance (ESG) priorities, as shown in the graphics to the right. The graphics highlight how our ESG commitments aligned with the Sustainable Development Goals (SDGs) we support.

With a clear and focused strategy, our team remains dedicated to achieving our sustainability goals. This strategy helps us allocate resources effectively and prioritise efforts for the greatest impact. To maintain our progress and continuously improve, we review and adjust our short-term and long-term ESG goals annually. This ongoing evaluation keeps us on track and enhances our sustainability initiatives.



CASE

Next steps in Ivory Coast

Missionpharma is also selected as the implementing partner of Phase 2 of the maternal health project in Ivory Coast, which will enhance the existing facilities ensuring comprehensive care and improved emergency response.



In 2022, Missionpharma launched an important project in Ivory Coast, focusing on the construction and refurbishment of 62 primary healthcare clinics across the country. This initiative, undertaken in collaboration with GCC Service Ltd., ABD Group, and GE Healthcare, and supported by an export loan from the Export Credit Agency of Denmark (EIFO), aimed to significantly improve maternal health across the country, including rural areas.

Our efforts were directed towards establishing and improving primary healthcare clinics in Ivory Coast, with a special emphasis on maternal health. In the first phase of the project, we successfully equipped 62 clinics with everything needed in a maternity ward to reduce infant mortality rates.

In close collaboration with our Italian sister company, Fazzini, Missionpharma played a vital role in supplying, installing, and providing training on all essential hospital equipment necessary for the clinics to operate effectively. We are honoured to have contributed to this significant project, helping to provide safe childbirth facilities for mothers and their babies. This effort marks a substantial step forward in ensuring better health outcomes for families in Ivory Coast.

36 new clinics

Phase 2 includes construction of five district hospitals and 36 clinics in Ivory Coast.

LOOKING AHEAD: IVORY COAST PHASE 2



Looking ahead, we are excited to announce the expansion of this project with a Phase 2. This phase will further enhance the existing facilities by equipping them with operating rooms and outpatient clinics on the same plot, ensuring comprehensive care is available in the same location. Additionally, Phase 2 will include construction of five district hospitals and 36 clinics, significantly improving the capacity to handle urgent medical situations.

Phase 2 aims to build on the successes of Phase 1, addressing more complex healthcare needs and expanding the reach of our services. By integrating advanced medical facilities and emergency care, we are committed to providing complete healthcare solutions that cater to the diverse needs of the communities in Ivory Coast.

We look forward to continuing our journey and making an even greater impact on maternal and overall healthcare in Ivory Coast.

CASE

Childhood Cancer Programme

Missionpharma contributes to the Global Platform for Access to Childhood Cancer Medicines by providing a range of essential cancer products to children with cancer through the programme.

Every year 400,000 children across the world develop cancer. 90% of those live in low- and middle-income countries, where survival rates are less than 30%. This is in stark contrast to higher-income countries, where childhood cancer survival rates exceed 80%.

The Global Platform for Access to Childhood Cancer Medicines engages global partners to provide uninterrupted supply of quality-assured childhood cancer medicines to low- and middle-income countries.

Missionpharma is appointed supplier to the programme and cooperates closely with the procurement partners, UNICEF and PAHO, to source and supply a range of oral and injectable cancer products to children battling this life-threatening disease.

1 million

children's lives are expected to be saved by 2030. Additionally, the programme aims to provide cancer medication to 120,000 children by 2027.



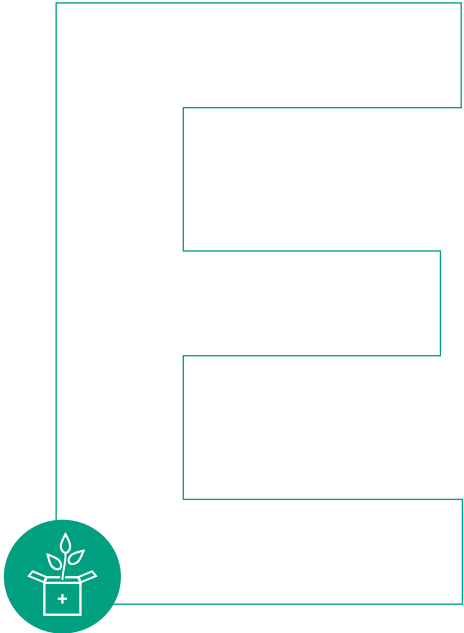
ABOUT THE PLATFORM

The Global Platform for Access to Childhood Cancer Medicines (Global Platform) was created in 2021 and aims to provide an uninterrupted supply of quality-assured cancer medicines to low- and middle-income countries.

The Global Platform is made possible through the partnership between St Jude Children's Research Hospital, the World Health Organization (WHO), UNICEF, and the Pan American Health Organization (PAHO) Strategic Fund.

In January 2025, the distribution of medicines commenced across the six pilot countries of Ecuador, Jordan, Mongolia, Nepal, Uzbekistan, and Zambia. The countries receive quality-assured childhood cancer medicines at no cost.

The initiative is set to become the largest of its kind, with the goal of reaching 50 nations in the next 5 to 7 years. It aims to eventually provide medicines for the treatment of approximately 120,000 children with cancer in low- and middle-income countries by 2027, significantly reducing mortality rates and ultimately saving the lives of 1 million children by 2030.



ENVIRONMENT

We want to reduce our impact on the environment by integrating environmental responsibility into all our activities.

We are continuously expanding our investment in solar panels at our warehouse sites in India to meet a growing share of the energy required to power our operations.





Environment

We are dedicated to minimising our environmental impact through continuous improvement initiatives, while carefully balancing business goals with the environmental effects of our entire value chain.

ENVIRONMENTAL APPROACH

Missionpharma contributes to SDG goal 13, Climate action, through defined targets to mitigate our negative impact on the environment. With climate changes being among the world's biggest challenges we have an obligation to continuously improve our environmental performance and to define concrete goals to reduce our environmental footprint.

Our environmental efforts focus on implementing initiatives, where we as a global organisation can make the biggest positive impact on the environment. We continue to work deeper with our ISO 14001 certification, supporting processes and awareness throughout our organisation.

ENVIRONMENTAL AMBITIONS

We want to reduce our environmental footprint every year through focused efforts to reduce CO₂ emissions, while also investing in green energy solutions, such as solar and recycling initiatives. This year, we have refined our environmental policy to include specific CO₂ reduction targets - fully in line with the commitments made by our parent companies, TTC and CFAO Group.

We want to minimise the electricity consumption in our own locations and we encourage employees to use resources sustainably and to create a climate-conscious working environment.

To limit the negative environmental impacts from pharmaceutical manufacturing, and to ensure continuous improvement initiatives, we keep our manufacturers' social and environ-

mental responsibility top of mind at all times. This is particularly addressed during periodical GMP audits, where we continuously monitor manufacturers' environmental policies.

Our partners' ISO 14001 certification is a vital Key Performance Indicator for us and is always assessed before entering into any business relationship. As of March 31, 2025, 56% of our total procurement value is with ISO 14001-certified suppliers, and 90% of our shipped value (inbound and outbound) is managed by ISO 14001-certified International Freight Forwarders.

ENVIRONMENTAL POLICY

Missionpharma is committed to fulfilling all applicable compliance obligations, minimizing our environmental impact, and continuously improving our environmental performance.

We strive to minimize our environmental impact from a product life cycle perspective, considering the impact of our manufacturers, our carriers and freight forwarders, and our own premises and customers, balanced with our other business goals. Our aim is to reduce our greenhouse gas emissions by 50% by 2030 compared to 2019 and achieve carbon neutrality by 2050 - fully in line with Group commitments.

We will establish, maintain and develop key performance indicators for significant environmental aspects to systematically monitor and improve our overall environmental impact.

Commitment

We want to reduce our impact on the environment by integrating environmental responsibility into all our activities.

UN SDGs



3.1, 3.2, 3.3
3.4, 3.7, 3.8

Main progress 2024/25

- 358,964 kWh green energy generated from 400 kW solar power installations in India resulting in 269 tons CO₂ saved.
- Despite complete LED upgrades, electricity use in Lyngø increased 13% due to higher A/C demand in the warehouse.
- 90.4% of shipped value (inbound and outbound) is managed by ISO 14001-certified International Freight Forwarders versus target of 90%.

Main targets 2025/26

- Expand solar energy capacity in Kandla by installing an additional 400 kW, increasing our total capacity to 800 kW.
- Complete the installation of 300,000 liter water conservation tanks in Kandla, bringing our total storage capacity to 500,000 liters.
- Establish a detailed CO₂ reporting strategy to support our actions to meet Group CO₂ reduction ambitions for 2030 and full carbon neutrality by 2050.
- Assess and identify viable solutions to reduce gas consumption in Lyngø.

Our logistics setup in Kandla, near India's western coast, minimises CO₂ emissions by reducing transportation distances to our customers in Africa and Asia compared to shipping from Europe. Being close to our Asia-based manufacturers also optimises inbound logistics.



BROADENING THE SCOPE OF ISO 14001 MEASUREMENTS OF FREIGHT FORWARDERS

As a leading supplier to healthcare programmes worldwide, Missionpharma transports over 37,000 cbm of healthcare products annually. Recognising that transportation has the largest environmental impact within our supply chain, we are continuously working to mitigate this effect.

Our International Freight Forwarders handle the majority of our shipments and are required to have an ISO 14001 certificate. Last year, 98% of our outbound shipment value (the goods we send to our customers) was managed by ISO 14001-certified freight forwarders.

This year, we have expanded our scope to include all inbound shipments as well (the goods we receive from our suppliers), providing a more comprehensive view of our global environmental impact.

ISO 14001 certification of our freight forwarders remains a crucial Key Performance Indicator (KPI) and a key assessment parameter before entering any partnership.

Our target set last year was to ensure that at least 90% of our shipped value was handled by ISO 14001-certified freight forwarders. We are pleased to report that 90.4% of our shipped value in this financial year, covering both inbound and outbound shipments, were managed by ISO-certified partners, even with a broader scope in mind.

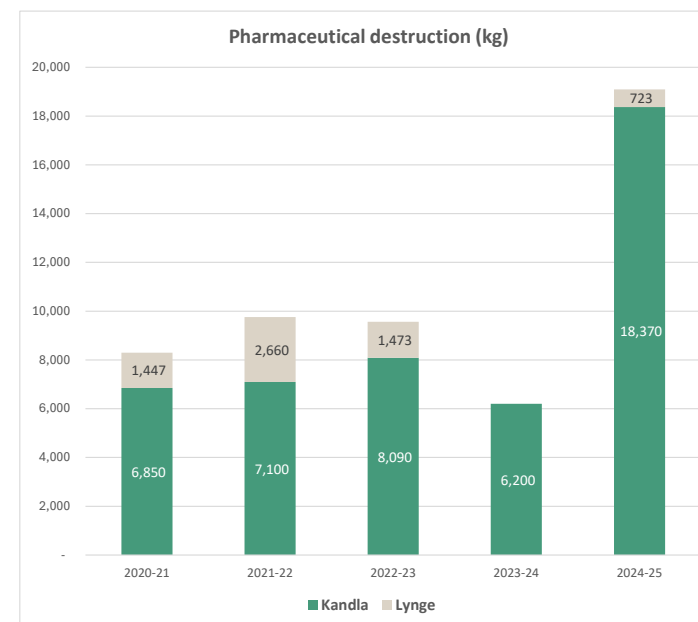
PHARMACEUTICAL DESTRUCTION LEVELS

At Missionpharma, we are dedicated to reducing our pharmaceutical destruction levels as part of our efforts to minimise waste, enhance environmental sustainability, improve operational efficiency and not least to maximise reach of essential medicines for people in need. This commitment is reflected in our corporate stock-keeping strategies and is closely monitored as a Key Performance Indicator within our ISO 14001 framework.

Historically, our business model has generated very low destruction volumes, with the majority of our operations based on procurement against orders and utilising excess quantities for buffer stock. However, in the beginning of the financial year 2024/25, we had accumulated several products for destruction that awaited much-delayed regulatory approvals.

As we have transitioned into a more stock-based business, we naturally face a higher risk of goods expiring, so this year destruction volumes have increased by more than 200% over the previous year, although still only around 0.4% of our total procurement value. We will continue to invest in improved procurement strategies, stock management processes, and strengthen a centralised replenishment role.

Unfortunately, we anticipate that major current supply chain disruptions caused by the USAID closure and other funding changes may lead to even higher destruction levels for 2025/26, but this should be an isolated incident.



We have established large water conservation tanks in Kandla to collect and store rainwater for landscape irrigation and cleaning of premises and solar panels. In 2025, we will expand the total capacity to 500,000 liters.

EXPANDING RAINWATER CONSERVATION CAPACITY IN KANDLA

One of our key initiatives for the sustainable conservation of natural resources is the establishment of rainwater conservation tanks in Kandla. The water scarcity in the Gujarat region has encouraged us to invest in large conservation tanks to collect and store rainwater. These tanks provide water for landscape irrigation, cleaning our premises, and maintaining our solar panels. Any excess water is cleaned and recycled.

In 2023, we installed water tanks with a capacity of 200,000 liters. In 2025, we began expanding our capacity by an additional 300,000 liters, bringing our total conservation capacity to 500,000 liters in the next financial year. Along-side this expansion, we are enhancing the area around the tanks with greenery.



PRE-BUNDLING OF PRODUCTS IN RECYCLABLE PALLETS

This year, we have introduced a new initiative to boost efficiency and sustainability by packing medical kits using pre-bundled products stored in recyclable, collapsible pallets. This not only improves accuracy in our kit packing by reducing errors but also offers several key benefits:

- **Faster packing speed:** The new bundling method has significantly increased kit packing speed, contributing to higher on-time performance.
- **Recyclable pallets:** The pallets used for storage are both recyclable and collapsible, allowing them to be folded and stored when not in use.
- **Tidier packing area:** Previously, the packing area was cluttered with numerous boxes, plastic straps, and used cartons. The new system keeps the packing area neat and clean.
- **Customer satisfaction:** Customers appreciate receiving products bundled together. Their feedback highlights their satisfaction with this improvement.
- **Employee satisfaction:** During slower periods, employees can engage in bundling tasks, providing them with continuous work and increasing job satisfaction among our contract employees.

ENERGY EFFICIENCY INITIATIVE IN KANDLA: LED LIGHTS IN WAREHOUSE AND OFFICES

Over the past 10 years, we have systematically replaced high energy-consuming compact fluorescent lights (CFL) with energy-efficient LED lamps in our warehouses and offices in Kandla. This financial year alone, we have installed 200 LED lights in our new office and warehouses, bringing the total number of LED lights in Kandla to 560.

This initiative complements the switch to LED lighting in our Lynge offices and warehouses last financial year and supports our global efforts to reduce energy use and lower electricity costs across locations.

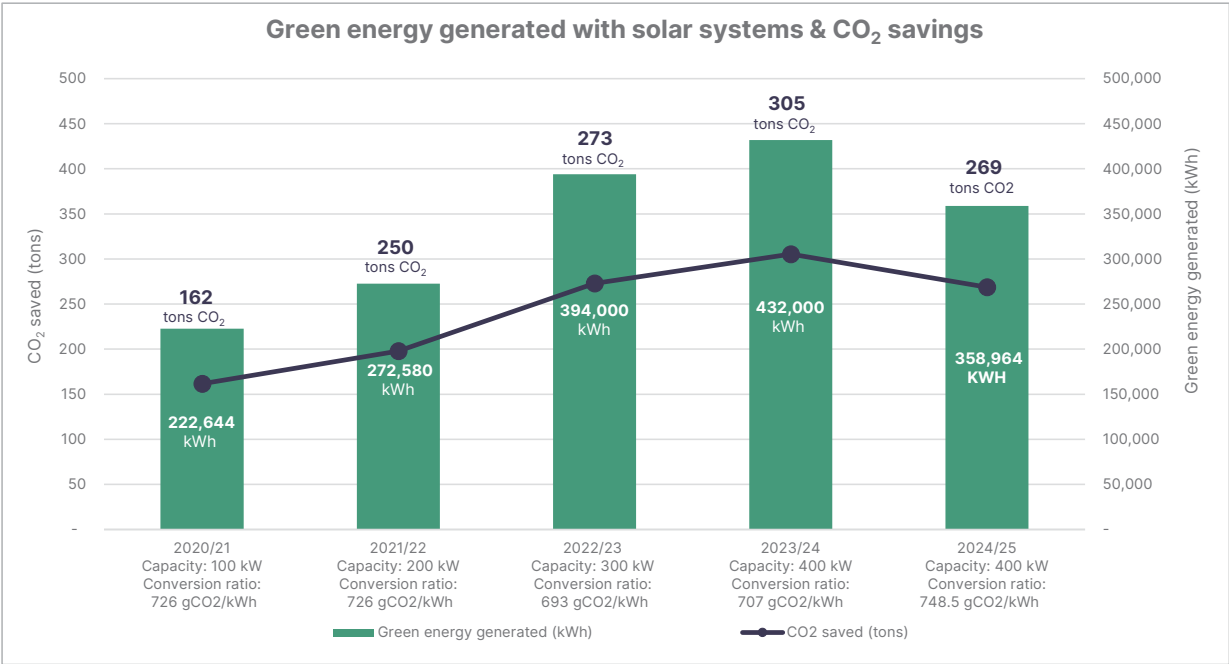
CAPACITY EXPANSION IN KANDLA

In September 2024, we further expanded our logistics hub in Kandla by adding additional storage capacity and new kit-packing lines to support our new stock business. The expansion incorporates environmentally friendly construction methods, including LED lighting, an additional 300,000-litre water conservation tank, and new offices with modern workstations and communal facilities.

Our six warehouses are now fully integrated, featuring five kit-packing lines dedicated to various medical kit sizes and compositions. This integration enables optimal process flows and turnaround times for customers. Additionally, the roof of the largest existing warehouse was retrofitted, and the existing solar panels were cleaned and rearranged to maximise future energy efficiency.

REALISING THE BENEFITS OF SOLAR POWER

With our current 400 kW solar capacity operating throughout the year, we are pleased with the substantial green energy generation, saving 269 tons of CO₂ this year, along with a very positive financial return on past investments.



Consequently, we will be adding an additional 400 kW of solar capacity in the 2025/26 financial year to mitigate the CO₂ impact of our warehouse expansion.

This additional capacity will help offset the increased energy consumption resulting from the expansion, where several air-conditioning units have been installed to maintain temperature control for sensitive products.

With our renewable energy coverage currently around 26%, we remain committed to the CFAO Group's target of reducing Group CO₂ emissions by 50% by 2030 compared to 2019 - and we aspire to achieve this even earlier.



Since 2018, we have systematically installed solar panels on our warehouse roofs in Kandla. With the warehouse recent expansion and increased roof capacity, we have decided to invest in additional solar capacity in financial year 2025/26.

KEY FIGURES 2024/25

Solar power capacity:	400 kW
Green energy generated in FY:	358,964 kWh
CO ₂ savings:	269 tons
Green energy electricity coverage:	26%
Coverage 2030 as per Group target:	50%



© Franck Dunouau

CARBON NEUTRAL STRATEGY

In 2021, Toyota Tsusho Corporation (TTC) and CFAO committed to a carbon neutral strategy, aiming for a 50% reduction in greenhouse gas (GHG) emissions by 2030 compared to 2019 and achieving carbon neutrality by 2050.

This ambitious target is part of a broader business strategy, focusing on significant carbon reduction initiatives. Specifically, the Group is dedicated to lowering its own greenhouse gas emissions and investing in projects that positively impact Africa.

GROUP EMISSION TARGET:

50% reduction in CO₂ emissions by 2030

CFAO ACTIONS

CFAO's carbon footprint is measured every six months based on data provided by all subsidiaries within the Group. The carbon footprint is calculated in accordance with the international GHG Protocol and currently includes Scope 1 (direct emissions) and Scope 2 (indirect emissions) of greenhouse gas emissions.

To achieve carbon neutrality by 2050, CFAO's approach is based on several key parameters:

1. Reducing greenhouse gas emissions.
2. Compensating for unavoidable greenhouse gas emissions.

3. Investing in technologies that emit fewer greenhouse gases.

Particular focus is placed on solar investments and promoting green mobility across the Group. Additionally, the Group aims to inform and familiarise employees with the challenges and implications of carbon neutrality, promoting this goal among CFAO employees and committing the entire Group to achieving these ambitious targets.

To assess the effective implementation of actions, the Group's carbon department, in cooperation with key representatives from each division, meets monthly to evaluate progress, share best practices, and discuss the roadmap to carbon neutrality.

SUPPORTING GROUP EMISSION TARGET

As a member of the CFAO Group, Missionpharma has fully adopted the Group's ambitious environmental targets through a dedicated focus on implementing initiatives to reduce our environmental footprint. Our commitment is deeply integrated with our environmental strategy and aligns with our ISO 14001 certification.

To date, 86 CFAO sites across 19 countries are equipped with solar panels. Missionpharma Logistics India highly invests in this energy source to cover an increasing part of the electricity needs in our Indian warehouses.



Happy Diwali Rangoli art decoration in our office in Ahmedabad, made by our creative and talented team.



SOCIAL

We want to add value to society by delivering impactful solutions. We care for our employees and we offer a safe, inclusive, and inspirational workplace.





Social

At Missionpharma, we believe that global access to safe healthcare is not just a privilege but a universal right. We focus on fostering a safe, inclusive, and inspirational work environment that motivates each employee to actively contribute to our mission for better global health.

OUR SOCIAL RESPONSIBILITY

At Missionpharma, our core mission is to ensure healthcare is safe, affordable, and available for all. We are dedicated to delivering our products in a way that is responsible, sustainable, and respects human rights throughout our supply chain.

We recognise that our employees play a crucial role in achieving our mission. In acknowledgement of this, we offer a secure and inclusive work environment that promotes both physical and mental well-being.

HUMAN RIGHTS POLICY

Missionpharma has a zero tolerance for the infringement of human rights, including the use of child labour. Working in global partnerships, we are guided by national laws and internationally proclaimed human rights.

The International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work and the UN Universal Declaration of Human Rights (1948), serve as guidelines for our approach to universal human rights and corporate social responsibility.

We do not accept any kind of forced or compulsory labour, we work actively to abolish child labour and we aim to assure that no breach of local and global regulations takes place in our operations or with our partners, to the extent

possible. We value inclusion high and we do not discriminate based on race, colour, gender, religion or sexual orientation.

HUMAN RIGHTS PRINCIPLES

- We do not engage or get involved in any business that is against human dignity.
- We do not discriminate based on race, colour, gender, religion or national origin.
- We do not get involved in any child labour, human trafficking or any other kind of forced or involuntary labour.
- We do not tolerate any form of harassment.
- We do not deal with any person that engages in or is involved with any human rights abuses.

HUMAN RIGHTS VIOLATIONS IN 2024/25:

Discrimination:	Zero reports
Forced labour:	Zero reports
Freedom of Association and Collective Bargaining:	Zero reports
Child labour:	Zero reports

Commitment

We want to add value to society by delivering impactful solutions. We care for our employees and we offer a safe, inclusive, and inspirational workplace.

UN SDGs



3.1, 3.2, 3.3
3.4, 3.7, 3.8



Main progress 2024/25

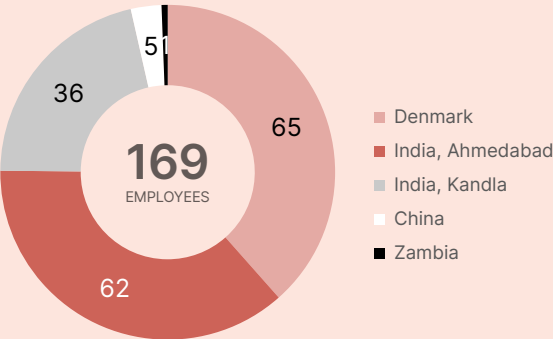
- Achieved a global employee satisfaction score of 91% on the question, "Taking everything into account, I would say this is a great place to work".
- Intensified development of our global leaders through cross-organisational leadership training, delivered via totally 12 training sessions.
- Strengthened our commitment to social responsibility with donation initiatives supporting Mercy Ships and our local communities in India.

Main targets 2025/26

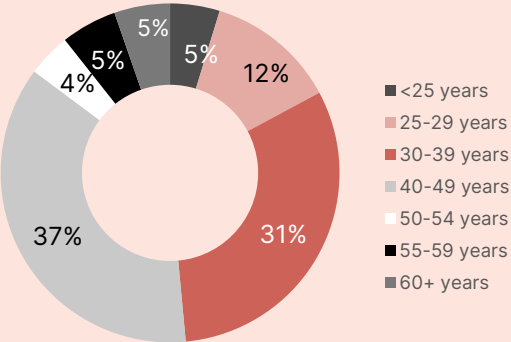
- In the new employee satisfaction survey, "In The Mood", obtain a global satisfaction score of >80% measured as an average of all questions.
- Increase employees' focus on leadership behaviours (motivation, feedback, accountability) by raising awareness and empowering them to implement the behaviours. This is done by conducting more than 10 training sessions.
- Continue donation efforts to Mercy Ships and our local communities in India.

SOCIAL FIGURES BY 31 MARCH 2025
(Group figures)

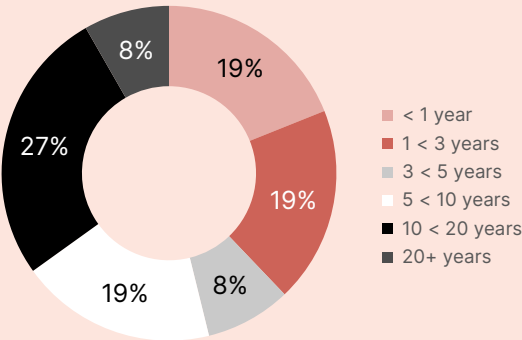
EMPLOYEE DISTRIBUTION



AGE DISTRIBUTION



SENIORITY



NEW INITIATIVE: MEETING-FREE DAY

In 2024, Missionpharma introduced a new initiative aimed at improving employees' efficiency, productivity, and well-being: a weekly meeting-free day. This means that one day each week is set aside with no scheduled meetings, allowing employees to focus on their work without interruptions. Employees can decide whether this should be a half-day or a full day, giving them the flexibility to organise their work according to their preferences. The meeting-free day is implemented across all our locations, naturally with the option to hold critical meetings if necessary.

The initiative aims to provide our employees with more focused work time, enabling them to complete tasks with greater concentration and fewer interruptions, ultimately contributing to their overall productivity, job satisfaction, and well-being.

After a trial period, employees confirmed a number of positive effects from the meeting-free day. Among other things, they experienced more uninterrupted time for focused work and better opportunities for creativity, which led to reduced stress levels for the individual.

SUPPORTING AGE INCLUSION: NEW SENIOR POLICY

At Missionpharma, we value employees of all ages and we appreciate our senior staff just as much as our younger team members. We believe that age inclusion brings different perspectives and experiences to our workplace, and we want

to retain the valuable knowledge and experience of senior employees for as long as possible.

At the same time, we understand that some senior employees wish to gradually reduce their working hours, giving them more personal time to enjoy life outside of work. Therefore, we have introduced a senior policy to support our senior employees by defining and providing clear conditions for a phased retirement plan. Phased retirement ensures a smooth transition for both our employees and Missionpharma, making us a stronger and more inclusive workplace.

SICK ABSENCE

Sick absence rates among our employees remain consistently low across all locations. We believe this trend reflects our commitment to creating a healthy and supportive work environment through various proactive initiatives.

Our approach encompasses offering employees comprehensive health programmes and services, flexible working arrangements, and a strong focus on work-life balance. When our employees are faced with long-term physical sickness, we put great effort into ensuring a slow and safe return to work, keeping their health in focus.

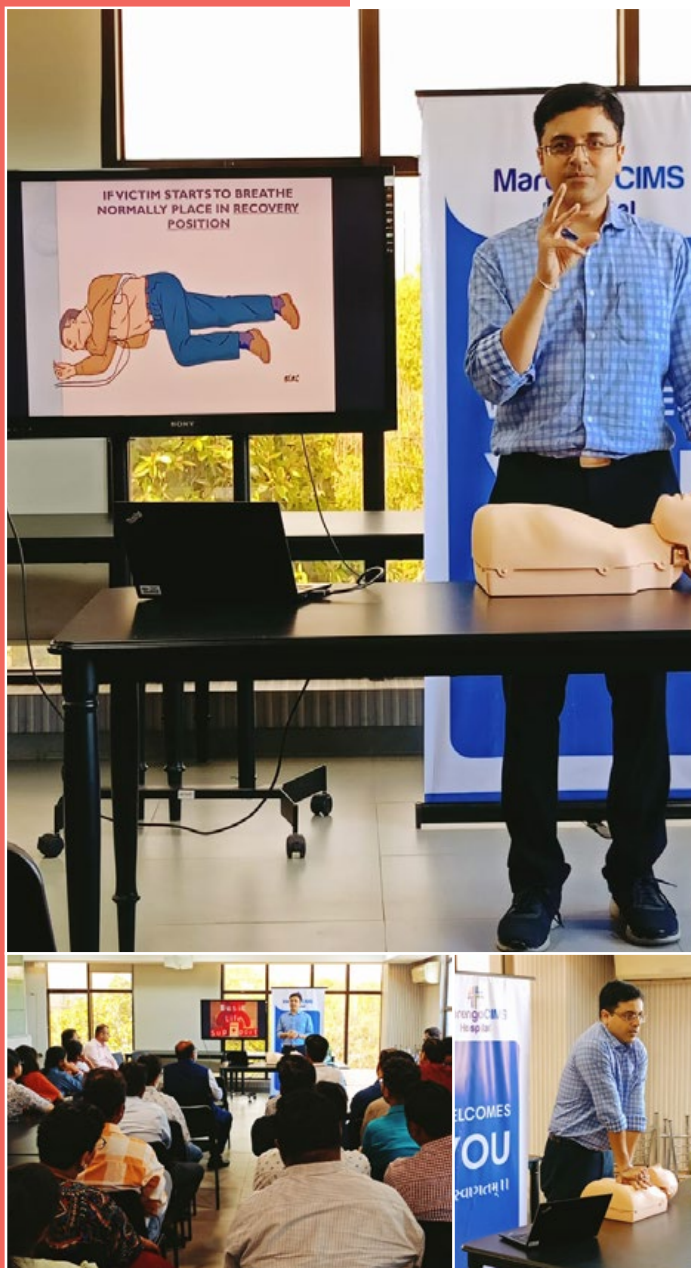
	2024/25	2023/24	2022/23	2021/22	2020/21
DENMARK*	1.9%	1.2%	1.6%	1.2%	1%
INDIA	2%	1.2%	1.1%	2.1%	0.5%

The increase in sickness absence rates is primarily due to a number of long-term sick leaves among our employees.

GENDER DISTRIBUTION

The table below presents the number of female and male employees relative to the total number of employees per 31 March 2025 in Missionpharma A/S. Our aim is to achieve a balanced gender representation across all managerial levels, with a target of 40% female managers by the end of March 2028.

	MARCH 2025	MARCH 2024	MARCH 2023	MARCH 2022	MARCH 2021
Employees (Female/Male)	51% / 49%	39% / 61%	37% / 63%	37% / 63%	30% / 70%
Other managerial levels (Female/Male)	32% / 68%	32% / 68%	33% / 67%	31% / 69%	29% / 71%
Executive management (Female/Male)	25% / 75%	25% / 75%	25% / 75%	0% / 100%	0% / 100%
Board members (Female/Male)	25% / 75%	25% / 75%	25% / 75%	20% / 80%	20% / 80%



EMPLOYEE CARE INITIATIVES AT MISSIONPHARMA

At Missionpharma, we are deeply committed to the well-being of our employees, recognising that their physical and mental health are crucial to our collective success.

Our initiatives are tailored to meet the unique needs of our teams in different regions, ensuring comprehensive support and care. Below, we highlight a few key initiatives this year.

PREVENTING LIFESTYLE DISEASES IN INDIA

Recently, we organised a Lifestyle Disease Awareness Programme for our Indian employees. We invited an expert physician to share insights on major health issues such as type 2 diabetes, cardiovascular disease, hypertension, and obesity. The session was filled with valuable information, covering symptoms, treatment options, and preventive measures.

The interactive nature of the session provided our employees with practical tips for maintaining a healthy lifestyle and recognising early warning signs. One of the highlights was an in-depth discussion on modern diabetes and weight management medications, complemented by dietary recommendations.

Additionally, we conducted a Basic Life Support Training session. A doctor guided our team through hands-on training on CPR, the use of automated external defibrillators, recognising cardiac arrest, and emergency response protocols. This training equipped our employees with the skills to confidently handle emergency situations, both at work and in their communities.

Moreover, we ensure regular health check-ups for all our Indian employees by arranging free full-body check-ups at a hospital. This ongoing effort underlines our dedication to our employees' health and safety.

HEALTH INSURANCE SERVICES FOR DANISH EMPLOYEES

All employees at Missionpharma Lyngø, along with their spouses and children under the age of 24, are covered by a health insurance programme through PFA, Denmark's largest pension company. The health insurance provides comprehensive coverage, including treatment, diagnosis, surgery, and a variety of psychological services.

PFA has recently introduced a range of new online services, all applicable for our Lyngø employees, making it even easier for our employees to receive prompt and early assistance. Employees can now access quick and professional help via video call and phone call from general practitioners, physiotherapists, psychologists, family therapists, and coaches.

The primary focus of the services from PFA is on providing early care, ensuring that employees and their families receive timely and effective support by addressing health and psychological issues early.

ESTABLISHMENT OF WORK ENVIRONMENT COMMITTEES IN INDIA

In this financial year, we have established Work Environment Committees at our offices in Ahmedabad and Kandla. The committees focus on the health and safety of our workplace and implement initiatives that boost productivity and employee well-being.

The committees play a crucial role in engaging everyone in daily health and safety practices. Additionally, the committees organise picnics, events, and festival celebrations, and come up with ideas to keep everyone engaged and motivated. They also assist with office space management and other work-related areas.

ANNUAL EMPLOYEE SATISFACTION SURVEY

At Missionpharma, we are committed to creating the best possible workplace for our employees, ensuring they find meaning and purpose in their work. Each year, we conduct an employee satisfaction survey to stay informed about our employees' work satisfaction and well-being. Since 2010, we have used the Great Place To Work® survey platform to measure the global engagement.

Starting in 2025, Missionpharma will transition to the CFAO Group's "In The Mood" employee satisfaction survey, which is also used by our sister companies across the Group. To best support this transition, we conducted a mid-term pulse survey this year with just 15 key questions and two open questions in January 2025.

Missionpharma has consistently scored high in employee satisfaction, and this year was no exception with 91% of our employees across all locations responding positively to the key benchmark question: "Taking everything into account, this is a great place to work." The survey results confirm that work satisfaction at Missionpharma remains high, while also highlighting areas for improvement.

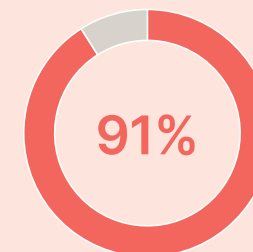
Due to the condensed nature of this year's mid-term survey, we have decided not to initiate larger improvement initiatives centrally. Instead, we have empowered all managers to anchor local improvement initiatives within their respective teams. As a company, our focus will remain on ensuring the continuous development of our employees and enhancing cross-organisational teamwork.

Regardless of the shift to the CFAO Group's "In The Mood" employee satisfaction survey, our commitment to ensuring our employees' work satisfaction and well-being across all locations remains unchanged.

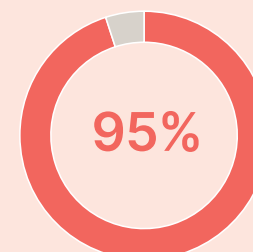
This year, 97% of our employees responded to the survey, which demonstrates both strong support for the survey and also high validity in the survey results.



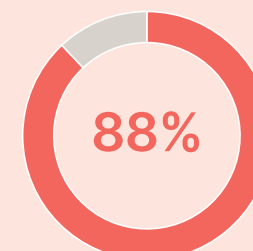
KEY RESULTS 2025:



of our employees think that taking everything into account Missionpharma is a great place to work



of our employees are proud of Missionpharma's contribution to community and society



of our employees feel a strong sense of belonging to the company

STRENGTHENING GLOBAL LEADERSHIP

Last year, we placed significant emphasis on the development of our global managers to enhance knowledge-sharing, collaboration, and organisational coherence.

Among other initiatives, we introduced quarterly manager meetings in India, mirroring those in Denmark, to foster global leadership through knowledge-sharing and development. We also automated several internal processes and introduced a global manager handbook tailored to local needs. Our use of Insights Discovery® personality profiling continues to be a valuable tool for improving teamwork and internal communication.

Throughout the year, we intensified the training of our global managers through cross-organisational leadership training sessions. These sessions are complemented by employee training on problem-solving, work efficiency, and change management. Furthermore, we continuously leverage the opportunities from being part of a larger group by sending participants to CFAO Group leadership and specialist training sessions, as well as regularly participating in functional summits to receive the latest updates on group activities and potential synergies.

BUILDING A STRONG FEEDBACK CULTURE

A few years ago, Missionpharma defined a set of leadership behaviours, which we continuously train our managers in to ensure ongoing development and focus.

One of our key leadership behaviours is giving and receiving feedback, which has become a cornerstone of our organisational culture. Fostering a strong feedback culture among all our employees, not just our managers, has proven to have a very beneficial impact on improving our communication, collaboration, and understanding of personal differences.

In addition to conducting regular training sessions and addressing the topic in various global contexts, we continuously increase our efforts.

Recently, we have introduced a section on evaluation of feedback skills and future development in our annual Personal Development Talk (PDT) framework. This initiative aims to promote greater self-awareness of one's competencies and focus areas and to provide a platform for continuous attention and follow-up.

Additionally, we have expanded our Personal Development Talk (PDT) to include a section for managers on leadership competencies. This section focuses on evaluating the manager's ability to role model our leadership behaviours and outlining specific plans for their development.

By making these practices a transparent part of our routine and terminology, we believe we are creating the best conditions for fostering a culture of continuous feedback and improvement.

At Missionpharma we proudly employ people from 18 different nationalities. We consider this cross-cultural environment a key strength that helps us to grow and develop as a workplace.



FOOTBALL JERSEY FRIDAY

Football Jersey Friday is an annual event organised by Danske Spil and Børnecancerfonden (The Danish Childhood Cancer Foundation) to raise awareness and funds for children battling cancer. Since its inception in 2019, the event has gained widespread support across Denmark. Individuals and companies can make donations to improve the lives of children with cancer and their families.

Football Jersey Friday: Employees supporting The Danish Childhood Cancer Foundation

As part of our sustainability efforts, we proudly support The Danish Childhood Cancer Foundation through the initiative “Football Jersey Friday” – an event which takes place every year on the first Friday in



On March 7th, 2025, our employees put on their football jerseys to raise awareness and funds for The Danish Childhood Cancer Foundation (Børnecancerfonden). This annual event is organised by Danske Spil in collaboration with The Danish Childhood Cancer Foundation, and is greatly supported by Danish companies all over the country.

The Foundation plays a crucial role in improving the lives of children and young people battling cancer. It funds paediatric cancer research, provides vital information about childhood cancer, and offers psychological support and recreational stays for affected families.

As part of the event, our employees had the opportunity to personally donate money to the foundation. The employees not only met their fundraising target – they exceeded it thanks to their generous personal donations. All money raised goes directly to The Danish Childhood Cancer Foundation to support their important work.

It's amazing to see the spirit and dedication of our Lyngby employees for such a meaningful cause. By participating in Football Jersey Friday, we are not only building a stronger community within our company but also helping to create a brighter future for children with cancer.

DONATION

Our donation to Mercy Ships changed 35 lives

Our commitment to improving health in Africa is more than just a promise. Again this year, our Lynge team supported Mercy Ships through the Missionpharma Charity Run, raising funds to perform 35 operations aboard the ships.

OUR PARTNERSHIP WITH MERCY SHIPS

More than 17 million people die every year from a lack of safe surgical care, and in low-income countries, 9 out of 10 people lack access to essential surgical care.

Again this year, our fantastic Missionpharma team laced up their running shoes for the annual Missionpharma Charity Run in support of the humanitarian organisation, Mercy Ships.



Our donation to Mercy Ships funds 35 life-changing operations aboard their ships.



Mercy Ships holds a special place in our hearts for their remarkable work providing free surgeries to some of the poorest people in Africa aboard their hospital ships.

In true Missionpharma spirit, we pushed our limits and ran or walked 259 laps in the Lynge area within one hour. The total distance completed is converted to an amount, and this year's donation funds no fewer than 35 operations aboard one of Mercy Ships' floating hospitals.

The enthusiasm and dedication shown by our team members are truly inspiring, and the efforts of everyone contribute significantly to the success of this event.

ABOUT MERCY SHIPS

Mercy Ships is an international charity that provides safe, free surgical care in some of the poorest nations, primarily in Africa. Their two hospital ships bring essential medical services directly to those in need.

Working with in-country partners, Mercy Ships also provides training to local healthcare professionals and supports the in-country medical infrastructure to leave a lasting impact.

Mercy Ships was founded in 1978 and has focused entirely on partnering with African nations for the past three decades.

MILLIONS HAVE BEEN HELPED SINCE 1978

+117,000

life-changing surgeries performed

+541,000

dental treatments

+52,300

local health professionals have been trained in their specialities

AFTER-WORK MEETING WITH MERCY SHIPS



To give our employees more insights into the amazing work of Mercy Ships, Missionpharma hosted an after-work meeting with two passionate volunteers from Mercy Ships, who shared life-changing experiences from the hospital ships through captivating stories, pictures, and videos.

Marguerite Ellekvist, a paediatric anaesthetist at Rigshospitalet with firsthand experience working aboard one of Mercy Ships' floating hospitals, and Lone Veng, a dedicated board member of Mercy Ships, delivered an inspiring presentation. Listening to the patient stories was truly touching.

The dedication and compassion of Mercy Ships' more than 3,000 volunteers are genuinely inspiring. Their mission aligns perfectly with our mission for better health, and we are incredibly proud to be part of such a meaningful cause.

DONATION

Donation that boosts mobility and independence

This year, we have further strengthened our impactful partnership with the Blind People's Association by donating additional tricycles and sewing machines to support individuals with disabilities.

As part of Missionpharma's CSR initiatives in India, Missionpharma has made a significant contribution to the Blind People's Association, a large Indian NGO dedicated to empowering individuals with disabilities.

Our Indian team recently donated 42 tricycles to enhance the mobility of the disabled, enabling them to transport themselves independently. Additionally, we donated 50 sewing machines to further support their economic independence.

The sewing machines were specifically provided to female recipients with partial disabilities, empowering them to improve their means of income.

Furthermore, we distributed used IT equipment to give students individual computer access, thereby promoting their educational opportunities.

We extend our gratitude to the Blind People's Association for making a tangible difference in our Indian communities.

Missionpharma's donation of 42 tricycles and 50 sewing machines to the Blind People's Association significantly enhances the lives of individuals with various disabilities.



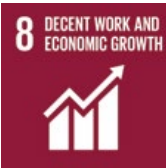
The donation event was attended by many of our colleagues in Ahmedabad, who witnessed the gratitude of the recipients firsthand.





GOVERNANCE

We want to be a responsible and trusted partner by ensuring high ethical standards across the value chain.





Governance

Our high business standards reflect our dedication to being ethical in every interaction with customers and partners, fostering trust and long-lasting relationships.

OUR APPROACH TO GOVERNANCE

Maintaining high ethical standards throughout our value chain is not just a commitment; it's a fundamental principle that guides every aspect of our operations. Our governance framework is based on the Group's Code of Conduct & Ethics (COCE), which sets the standard for our interactions with colleagues, customers, suppliers, communities, authorities, and other stakeholders.

The COCE is supported by the Group's Anti-Corruption Code of Conduct, which aims to strengthen the prevention of corruption risks and to promote ethics in our professional relationships.

At Missionpharma, integrity is key to our principles and essential for building trust and strong partnerships. Our strict business standards show our dedication to ethical practices in every interaction with customers and partners.

This year, we have broadened our third-party vetting process to encompass all customers, suppliers, and International Freight Forwarders, including forwarders selected by our customers.

OUR GOVERNANCE STRATEGY

Our governance strategy aims at encouraging proper conduct throughout our organisation. Key elements encompass:

- Ensuring transparency: Keeping open communication with all stakeholders, offering clear and honest insights into our business activities and outcomes.
- Promoting accountability: We maintain and follow the highest ethical standards, with clear policies and guidelines to guide our behaviour.
- Fostering an ethical culture: Through continuous education and training, we empower our team to make ethical decisions and incorporate this responsibility as a part of our company culture.
- Engaging in fair practices: Our commitment to respect relevant laws and regulations, fully aligned with our Group's legal framework.
- Supporting community well-being: Our governance efforts extend to social responsibility, striving to positively influence not only our direct stakeholders but also the communities where we operate.

To summarise, governance at Missionpharma is about creating trust, supported by a culture of integrity and responsibility. We are firmly committed to ethical behaviour, as we strive to make a significant impact on global healthcare.

Commitment

We want to be a responsible and trusted partner by ensuring high ethical standards across the value chain.

UN SDGs



3.1, 3.2, 3.3
3.4, 3.7, 3.8



Main progress 2024/25

- Full implementation of new anti-harassment policy and supporting procedures.
- Roll out and implementation of new digital training in Code of Conduct & Ethics (COCE).
- Broadened target group eligible for our third-party vetting programme to include all new business relationships.

Main targets 2025/26

- Zero occupational accident incident at any of our premises.
- Finalise exhaustive vetting of all third parties on top of all new business relations.
- Achieve 100% compliance training completion for defined targets groups.

NEW ANTI-HARASSMENT INITIATIVE

Missionpharma is committed to ensuring a workplace where everyone is treated with respect and dignity. To support this, we have introduced a comprehensive anti-harassment policy aimed at ensuring a conflict-free and supportive environment for our employees at all locations.

The policy addresses all forms of harassment, including unwanted sexual conduct, retaliation, discrimination, and disrespectful behaviour that undermines, humiliates, or injures others.

It provides guidance on managing personal interactions at work responsibly, promoting a safe, respectful, and inclusive atmosphere where everyone feels appreciated.

Our anti-harassment policy provides clear guidance on company standards, helping employees understand acceptable behavior as well as the procedures for reporting and addressing any issues that may arise.

POSH COMMITTEES IN INDIA

Committees for the Prevention of Sexual Harassment (PoSH) are established at our locations in Ahmedabad and Kandla in accordance with legal requirements in India.

These committees work to prevent sexual harassment by implementing proactive measures, conducting thorough investigations, and providing support to affected individuals, ensuring a safe and respectful working environment for everyone - all in close cooperation with Missionpharma's Compliance Committee.

100% of target group has completed assigned compliance trainings

385 digital compliance trainings completed across our organisation

3,098 vettings performed on suppliers and customers through Member-Check platform

107 full vettings performed on suppliers and customers

In financial year 2024/25 Missionpharma's auditors conducted 28 supplier audits. No observations of infringement of human rights were reported.

એકસાથે, યાલો એક સુરક્ષિત કાર્યસ્થળની ખાતરી કરીએ, ઉત્પીડન મુક્ત

જાતીય સત્તામણી સંબંધિત ચિંતાઓની જાણ કરવા માટે, આનો સંપર્ક કરો:
✉ posh_kandla@missionpharma.com

► પોશ સમિતિ, 2013 સેક્શન (4) ના ઉપપ્રકારની (1) ની અધીનસ્થ બનાવવામાં આવેલ, સ્ત્રીઓ પર યોનસંબંધી હરાસમેન્ટ (નિવારણ, પ્રતિબંધ, અને પ્રતિસાધ) અધિનિયમ, 2013 અને કાનૂની કોડેર દ્વારા પૂર્વક અપરાધી છે.

આइए मिलकर उत्पीड़न से मुक्त एक सुरक्षित कार्यस्थल सुनिश्चित करें

यौन उत्पीड़न से संबंधित चिंताओं की रिपोर्ट करने के लिए पर संपर्क करें:
✉ posh_kandla@missionpharma.com

► कार्यस्थल पर महिलाओं का यौन उत्पीड़न (रोकथाम, निषेध और निवारण) अधिनियम, 2013 की धारा 4 की उपधारा (1) के तहत गठित अंतरिक समिति (आईसी)। यौन उत्पीड़न कानून के अनुसार दंडनीय है।

TOGETHER, LET'S ENSURE A SAFE WORKPLACE, FREE OF HARASSMENT

For reporting concerns pertaining to sexual harassment, reach out to:
✉ posh_kandla@missionpharma.com

► The PoSH Committee (PC), established under Sub-section (1) of Section 4 of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition, and Redressal) Act, 2013, oversees cases of sexual harassment, which is a punishable offense by law.

અમારી PoSH સમિતિના સભ્યો તમને માર્ગદર્શન આપવા અને તમારી ફરિયાદોમાં મદદ કરવા માટે અહીં છે:

કીર્તી રાવ
પ્રેસિડિંગ ઓફિસર
✉ keerti.rao@missionpharma.com

સુમિત ગાંધી
સમિતિ સદસ્ય
✉ sumit.gandhi@missionpharma.com

મહેશ જિન્દલ
સમિતિ સદસ્ય
✉ mahesh.jindal@missionpharma.com

કૃતિ પાઠક
સમિતિ સદસ્ય
✉ kruti.pathak@gmail.com

કીર્તી રાવ
પ્રેસિડિંગ ઓફિસર
✉ keerti.rao@missionpharma.com

સુમિત ગાંધી
સમિતિ સદસ્ય
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✉ mahesh.jindal@missionpharma.com

કૃતિ પાઠક
સમિતિ સદસ્ય
✉ kruti.pathak@gmail.com

Our PoSH Committee members are here to guide and help you with your grievances:

Keerti Rao
Presiding officer
✉ keerti.rao@missionpharma.com

Sumit Gandhi
Committee member
✉ sumit.gandhi@missionpharma.com

Mahesh Jindal
Committee member
✉ mahesh.jindal@missionpharma.com

Kruti Pathak
External member
✉ kruti.pathak@gmail.com

Posters informing about our Committees for the Prevention of Sexual Harassment (PoSH) have been developed in local languages (Gujarati and Hindi) as well as in English, to ensure that language is not a barrier for employees reporting concerns.



Cake-cutting ceremony in India to mark the compliance week.

DIGITAL COMPLIANCE TRAINING MODULES INCLUDE:

- Global Anti-Corruption
- Anti-Money Laundering Compliance
- Sanctions Compliance
- Conflicts of Interest
- Sexual Harassment Prevention
- Anti-Bribery for Shipping and Logistics
- Code of Conduct & Ethics (COCE)

GROUP COMPLIANCE WEEK

In order to maintain awareness of our Group compliance programme across all locations, we dedicated a full week in January to compliance. The event was coordinated with our headquarters in Paris and concentrated on key areas to demonstrate our commitment to compliance and integrity.

The compliance week aimed to ensure that all employees, regardless of location, understand and adhere to our compliance standards and procedures. Throughout the week, we revisited the core principles of CFAO's compliance programme through different awareness initiatives. By emphasising the fundamental guidelines, we aim to ensure that every team member is well-informed about the ethical standards that guide our operations.

We held awareness sessions to explain why our compliance programme is important and how it supports our daily work. Activities during the week included:

- A global training session on compliance policies, procedures, and third-party due diligence
- Meetings with our global compliance organisation and local compliance correspondents
- Digital compliance training sessions for selected employees
- Cake-cutting and compliance signing ceremonies

By dedicating a week to these important topics, we have equipped our employees with the knowledge and skills needed to uphold the ethical standards essential to our daily operations, while also reinforcing the priority of compliance within our organisation.

NEW TRACE TRAINING MODULE: CODE OF CONDUCT & ETHICS (COCE)

At Missionpharma, we have adapted CFAO's governance framework that equips our employees with the knowledge and tools to uphold our ethical standards, protecting both the company and individuals.

The framework is based on the Group's Code of Conduct & Ethics (COCE), which sets the standard for how we interact with colleagues, customers, suppliers, communities, authorities, and other stakeholders.

For many years, we have completed scheduled compliance training for majority of our employees and selected partners to ensure they understand and follow our corporate ethics and compliance guidelines. Supported by the TRACE digital training tool, this training helps employees make informed decisions and act appropriately in challenging situations. The Compliance Committee regularly reviews the training framework to ensure its relevance.

To reinforce our employees' understanding of the principles in our compliance framework, we have introduced a new TRACE training module this financial year, called Code of Conduct & Ethics (COCE).

The training covers the main elements of our COCE, emphasising a safe and healthy work environment, legal compliance, accurate financial reporting, and accountability. It also focuses on integrity, honesty, transparency, sustainable development, environmental friendliness, continuous improvement, human rights, and inclusion.

WORLD SAFETY DAY

The World Day for Safety and Health at Work is marked every year on 28 April. This day is an international annual campaign to promote the prevention of occupational accidents and diseases globally.

Safety activities in India and Denmark

All companies in the CFAO Group are committed to upholding ANZEN to ensure a safe and healthy work environment for their employees through the "Safety First" principle.



A range of fire safety drills and emergency response exercises were conducted at our premises in both Kandla and Lyngø in connection with the World Safety Day.

CELEBRATING ANZEN DAY IN ALL LOCATIONS

On 28 April 2024, Missionpharma again celebrated World Safety Day at all our locations, reaffirming our commitment to providing a safe and healthy working environment for our employees.

Celebrating this day is a great opportunity to promote safety at work across companies in the CFAO Group, with all subsidiaries initiating various awareness-raising activities and engaging employees in focused safety efforts.

Ensuring the health, safety, and well-being of our employees is one of our key social priorities. This commitment was reflected in our 2025 employee satisfaction survey, where 93% of all employees responded positively to the statement: "This organisation cares about the health and safety of its employees at work."

ANZEN TRAINING PROGRAMMES

From India to Denmark, our Missionpharma teams have participated in a series of activities, reflecting our dedication to the "Safety First" principle. Activities include a range of first aid training sessions, fire safety drills, and emergency response exercises.

In addition, a number of ANZEN-related training programmes have been implemented, such as:

- SAMURAI: Gestures and postures
- ALFE: Proper separation for man and forklift
- FEPA: Safe evacuation in case of fire alarm
- STOP 6: Safety awareness on highest risk

BEST SAFETY POSTER AWARD

In connection with the World Safety Day, we also held several competitions, awards, and celebration events, including the traditional "CFAO Best Safety Poster Award".

This competition is always well-attended by both our permanent and temporary employees in India, who contribute with great creativity, enthusiasm, and dedication.



Prioritising operational safety

Missionpharma's dedication to the Safety First principle and the effective implementation of a range of safety protocols in all locations have led to very low incidents rates, demonstrating the success of our safety measures.



The ANZEN "Safety First" inscription is displayed at the entrance doors of our warehouses in both India and Denmark. ANZEN is part of the 10 creeds from our parent company, Japanese Toyota Tsusho Corporation (TTC).

VISUALISING OUR ANZEN COMMITMENT

This year, we have placed the ANZEN "Safety First" inscription at all entrance doors of our warehouses in both India and Denmark to emphasise the importance of a safety-first mindset.

These stickers, designed at Group level, serve as daily reminders for employees and visitors to prioritise safety in the workplace. By displaying these inscriptions, we reinforce a culture of safety, ensuring it remains a top priority for everyone who enters our premises.

OCCUPATIONAL ACCIDENTS

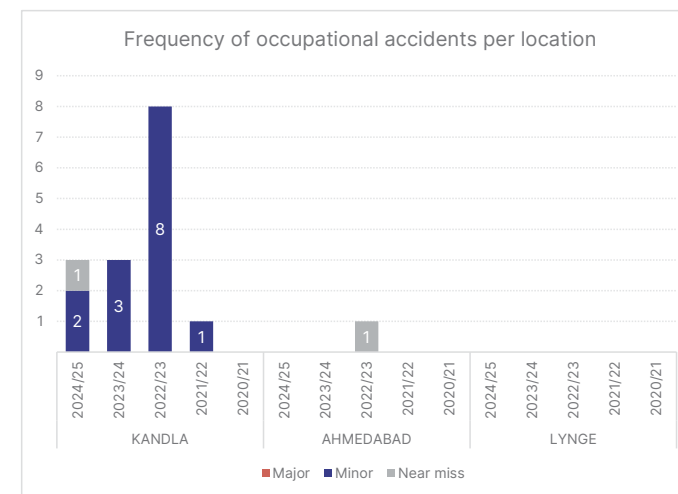
Missionpharma has always made detailed reports on all occupational accidents occurring at our locations to ensure systematic prevention and continuous improvement.

By analysing reports, we learn from each incident and implement preventive measures to enhance workplace safety. Incidents are categorised into three types: Major incidents, Minor incidents, and Near miss incidents.

This year, we are including detailed reporting of all occupational accidents at location level, covering the past five years. Both our Ahmedabad and Lyngse sites have maintained very low incident rates, with minimal to no incidents reported over the last five years.

Our Kandla site, where the majority of our kit production and packing takes place, has seen a significant reduction in minor incidents, decreasing from 8 in 2022/23 to just 2 in 2024/25.

This improvement reflects our ongoing commitment to workplace safety and the effectiveness of our safety protocols, which can be attributed to our dedication to the Safety First principle.



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