



MISSIONPHARMA
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On a mission
for better health

Missionpharma

Sustainability report 2025/26



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ABOUT THIS REPORT

This report outlines Missionpharma's Environmental, Social and Governance (ESG) priorities and progress for the financial year 2025-26, covering our global operations.

We are committed to responsible business practices and transparency in line with the UN Global Compact's Ten Principles and the Sustainable Development Goals.

Unless otherwise stated, all data presented in this report covers the period from 1 April 2025 to 31 March 2026, corresponding to our financial year.



Statement from our CEO

In a year marked by funding and market disruptions, we demonstrated the strength of our platform, our people and our purpose, translating resilience into strong operational and financial performance.



Sustainability is fundamentally about resilience, and in 2025/26 we demonstrated the strength of Missionpharma's diversified business platform.

The year began with significant disruption following the closure of USAID, leaving us with a substantial undelivered inventory risk. Through focused crisis management, agile decision making and strong cross organisational collaboration, we successfully redirected volumes through alternative channels over the course of the year.

At the same time, overall reductions in funding to WHO and UN organisations led to sudden declines across several business areas, including emergency kits. Despite these challenging market conditions, we increased our market share and became the world's second largest supplier of emergency kits, with clear ambitions to grow further. In parallel, our recent business developments around large-scale hospital projects performed strongly and, against expectations, contributed to making the year the strongest financial result in our entire history.

These results were underpinned by structural investments. Our D365 ERP system gradually matured over the year and started to deliver operational benefits, while investments in our logistics and kit packing hub in Kandla, India, strengthened both efficiency and sustainability performance. During the year we introduced robotic cleaning of solar panels and invested in additional 400 kW of solar capacity, further reducing our environmental footprint.

We also strengthened our organisational foundations. The India Management Team was formally established as a key local anchor, while globally, we increased the number of employee nationalities at Missionpharma to 20 in total. Employee engagement remained high, reflected in continued donation programmes and social initiatives driven by colleagues across the organisation.

In 2025, India and Denmark marked 75 years of diplomatic relations, reflecting a long-standing partnership between the two countries. Today, our strong foothold in India plays a central role in our value chain and supports our long-term success.

A defining moment of the year was our 50th anniversary, celebrated in September 2025 across all five locations. It was a proud milestone and a powerful reminder of our shared history and values.

None of this would have been possible without the dedication of our employees worldwide, the trust of our customers, the commitment of our suppliers and our shared purpose of delivering better health to those most in need. I thank you all.

Christian Overgaard

CEO, Missionpharma Group

Locations

HEADQUARTERS

Missionpharma A/S
Vassingerødvej 9
3540 Lyngby • Denmark
info@missionpharma.com
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.

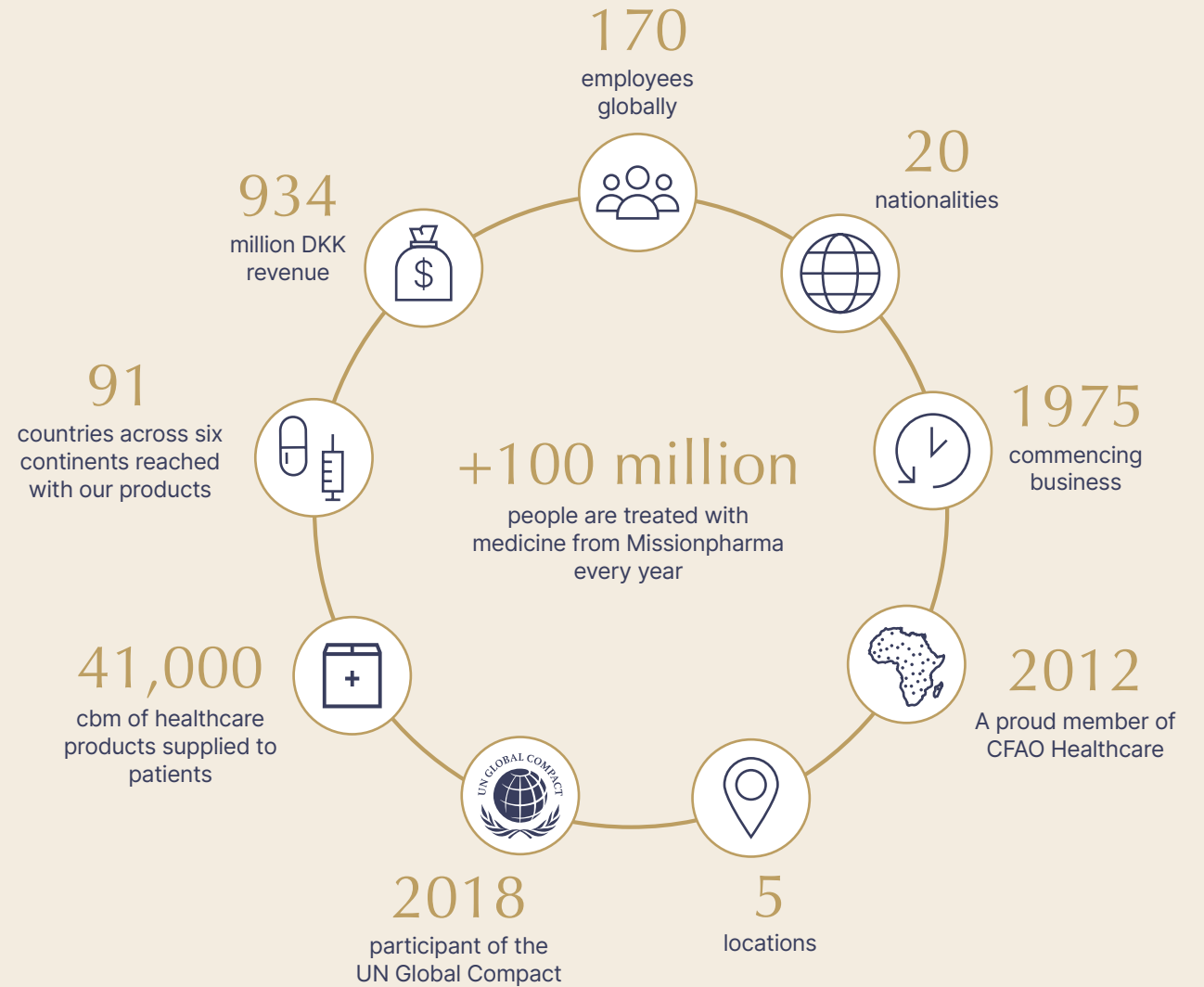


We are one

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



Facts & figures 2025/26



About us

Missionpharma is a global supplier of 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 a significant impact by improving the health of millions of people worldwide. For over 50 years, we have been dedicated to our mission to ensure access to safe, affordable healthcare for all. Today, we employ 170 people across our global organisation.

Our team spans the globe, with our headquarters in Lyngø, Denmark and offices in India, China and Zambia. Additionally, we work with 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 and 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 social 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



Pharmaceuticals



Medical consumables



Hospital equipment



Medical kits

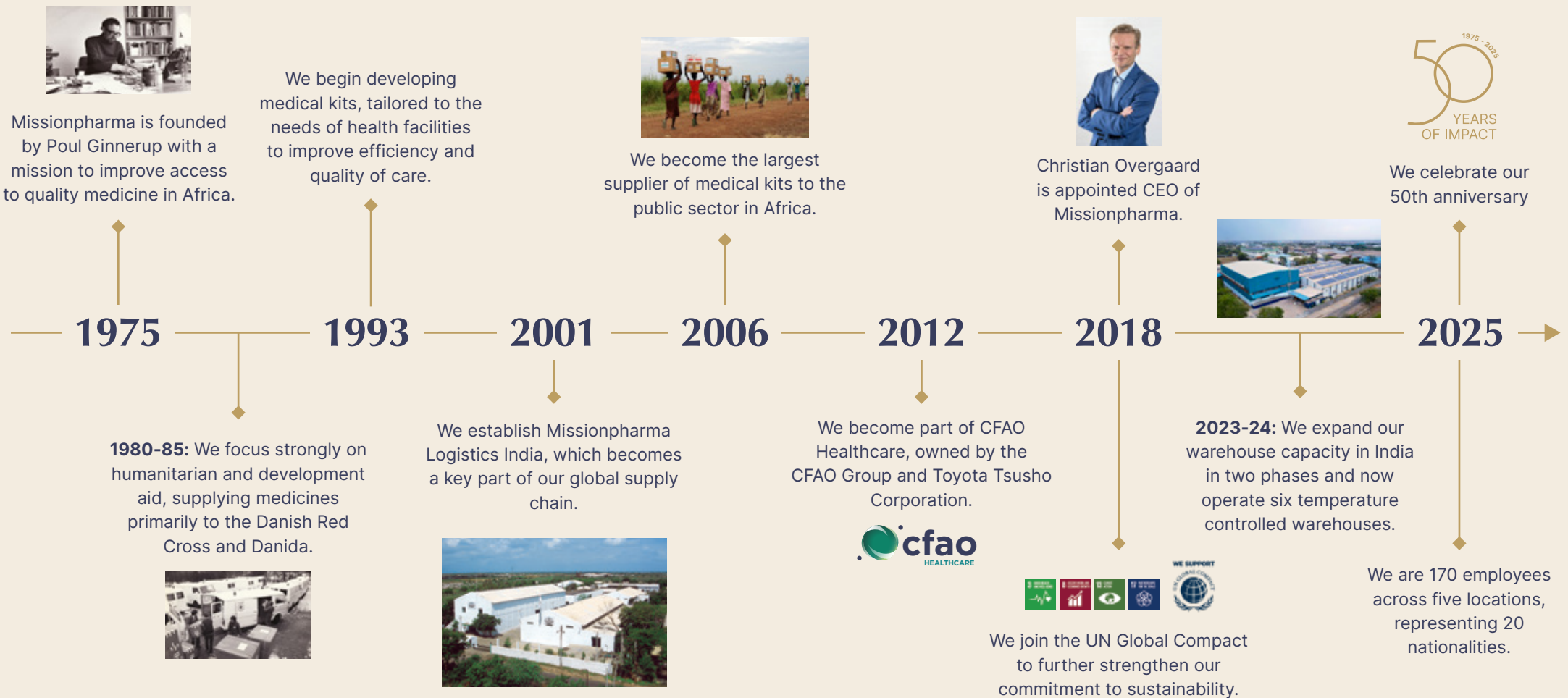


▶▶ Read more about us at www.missionpharma.com

For over 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 and growth

In 2025, we celebrated five decades of making safe and affordable healthcare accessible to people across the world. What began as a small one man operation in 1975 has grown into one of the leading suppliers of healthcare products to public institutions, international development organisations and UN entities.



Celebrating 50 years of impact



In 2025, we celebrated our 50th anniversary - and we did it in style. An impressive half a century gave us the chance to look back at our journey, celebrate the people who shaped it and enjoy a moment of genuine pride.

Throughout the year, we marked the anniversary by sharing key milestones, including how our journey began back in 1975 when Poul Ginnerup founded Missionpharma in Allerød, a small town north of Copenhagen. His vision and values laid the foundation for the purpose driven culture that still shape us today.

We also shared personal reflections from colleagues across the organisation, helping to bring our history to life and build engagement across teams. These activities created momentum throughout the year and set the scene for our big celebration day in September 2025.

The anniversary year culminated in events at all five locations. Colleagues came together for a day filled with joy, shared memories and a strong sense of unity. The celebrations highlighted what truly defines us - our collaborative culture and our commitment to making a positive impact every day.

LOOKING AHEAD

As we move forward, our ambition remains clear. We will continue to build a sustainable business that supports better health, benefitting more than 100 million people every year.

Our 50th anniversary reminded us of how far we have come and of the opportunities that lie ahead as we continue our mission for better health together.

In connection with our 50th anniversary, we published a book about Missionpharma that provides insight into our story, culture and the values that make Missionpharma unique.

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	2025/26
India	18
China	11
Other countries	5
TOTAL	34

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

We have established a comprehensive and integrated logistics setup, including GDP certified pharmaceutical warehousing, kitting and stockholding facilities in India and Denmark. Together, these facilities provide 19,350 m³ of storage capacity and 12,900 pallet positions.

Operating warehousing facilities on two continents strengthens our global distribution capabilities and enables efficient and timely delivery to customers worldwide. This geographical reach allows us to respond quickly to market demands and maintain consistently high service levels across regions.

All facilities are a fully integrated part of the Missionpharma Group and operate under our Quality Management System. Our global IT infrastructure is fully integrated across all locations, supporting traceability and coordinated operations throughout the supply chain.

INDIAN WAREHOUSING

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 Lyngbe, 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 work closely with our third party logistics partner in China, Shanghai Allpowerful Logistics.

Established in 2003, Shanghai Allpowerful Logistics is ISO 9001 certified and provides 5,000 m² of modern storage and warehousing facilities, supported by a comprehensive range of logistics services. We have a Service Level Agreement in place, and the warehouse operates in compliance with WHO GDP requirements. Our Quality department maintains close oversight through regular engagement and collaboration.

We have partnered with Shanghai Allpowerful Logistics for nearly a decade and benefit from their reliable and consistent support for our logistics operations in the region.

Stock capacity for urgent action

Despite a shift in donor priorities and a continued decline in traditional global health funding, we have maintained our commitment to holding essential healthcare products and emergency kits in stock.

Over the past three years, we have expanded our warehousing capacity in India to ensure that we remain fully equipped to respond quickly and effectively to humanitarian needs worldwide.

The recent expansion of our GDP certified and locally FDA approved warehouses in Kandla further strengthened our ability to store and manage critical products and emergency kits, enabling faster and more efficient dispatches during crises. With 10,200 pallet positions and 12,750 m³ of capacity, our facilities in India serve as a key hub for global emergency response.

HOLDING CRITICAL PRODUCTS IN STOCK

We maintain buffer stocks of more than 350 essential healthcare products across our strategically located warehouses in Kandla and Lyngø to ensure rapid availability when emergencies arise.

By holding critical medicines, consumables and medical devices in stock, we reduce the risk of supply disruptions and shorten response times during sudden onset crises. This proactive stockholding approach enables us to reliably support NGOs, UN agencies and national health programmes with life saving products when and where they are most urgently needed.

RAPID DISPATCH OF EMERGENCY KITS

Our warehousing capabilities also enable us to hold a broad range of emergency kits in stock, including the Interagency Emergency Health Kit (IEHK) 2024 and the PED/SAM kits. Designed by the WHO, these kits remain a cornerstone of global humanitarian response.

As experts in crisis management, we remain committed to ensuring reliable availability of essential products and kits, despite a challenging funding environment and ongoing geopolitical shifts. By continuously investing in our warehouse infrastructure and maintaining strong operational readiness, we ensure that we can deliver fast, reliable and high quality support whenever and wherever people are in urgent need.



Emergency health kits in stock

With more than three decades of kit packing expertise, we supply emergency health kits to over 40 countries. It is a key responsibility for us to ensure that essential medical support reaches people quickly and reliably when a crisis occurs.

Decades of experience, close collaboration with international partners and strong internal teamwork have enabled us to develop robust systems and deep expertise in the manufacturing of emergency health kits. These kits are often a lifeline for people in crisis affected areas, and as a long standing supplier, we play a vital role in meeting critical medical needs during humanitarian emergencies.

Emergency health kits ensure that essential medicines and medical supplies reach vulnerable populations when they are needed most. By combining reliable sourcing, quality assurance and flexible production, we support healthcare providers with timely and effective tools for emergency response.

THE IEHK: A CORNERSTONE OF HUMANITARIAN EMERGENCY RESPONSE

In 2024, we began building and supplying the new Inter-agency Emergency Health Kit (IEHK) 2024 - the latest version of one of the most widely used emergency health kits in the world. Developed by a group of international partner agencies led by the WHO, the IEHK is designed to address the priority health needs of populations affected by emergencies.

Primarily intended for the initial phase of a crisis, the kit includes essential medicines and medical devices required for life saving interventions. UN agencies, NGOs and national governments rely on the IEHK to secure rapid

and dependable access to health supplies following natural disasters such as floods, droughts, earthquakes and tsunamis, as well as human made crises, including armed conflicts.

To strengthen global preparedness, we maintain stock of the IEHK 2024 in our warehouses, allowing for immediate dispatch when an emergency occurs.

LIFESAVING PED/SAM KIT

Since 2020, in collaboration with the WHO, Missionpharma has proudly delivered lifesaving Paediatric Severe Acute Malnutrition (PED/SAM) kits to more than 40 countries worldwide.

Developed by the WHO, the PED/SAM kit is a crucial resource for treating pediatric severe acute malnutrition. Each kit can treat up to 50 children with severe malnutrition and support a pediatric ward for three months, reinforcing Missionpharma's commitment to providing reliable and timely support during humanitarian crises.

To ensure rapid response and immediate impact, Missionpharma prepositions PED/SAM kits in our GDP-certified warehouse in India. Having medical kits in stock ensures that critical resources are available for immediate dispatch, enabling swift emergency support in humanitarian crises worldwide.



IEHK 2024 contains life-saving medicines and medical devices to treat 10,000 people for up to 3 months.



One PED/SAM kit can treat up to 50 children suffering from severe acute malnutrition and associated medical issues.

Group structure

Toyota Tsusho Corporation (TTC) is the trading arm of the Toyota Group and a specialist within the automotive, machinery, energy, chemicals and food industries in both domestic and overseas markets.



EMPLOYEES: 67,000
ANNUAL TURNOVER: EUR 67 billion
OPERATIONAL REACH: More than 1,000 group companies in 120 countries around the world

CFAO Group is a multinational distributor of brands, particularly within mobility, healthcare, consumer goods and infrastructure. The Group has a strong presence on the African continent.



EMPLOYEES: 23,200
ANNUAL TURNOVER: EUR 8.3 billion
OPERATIONAL REACH: 86 operating offices in 39 countries in Africa and 6 French overseas territories

CFAO Healthcare is the healthcare division of CFAO Group and a leading distributor of branded originator pharmaceuticals to the private market in primarily Africa.



EMPLOYEES: 3,500
ANNUAL TURNOVER: EUR 2.1 billion
OPERATIONAL REACH: 43 operating subsidiaries in 25 countries in Africa and 6 French overseas territories



EMPLOYEES: 25
ANNUAL TURNOVER: EUR 13 million
OPERATIONAL REACH: Distribution of hospital equipment in over 80 countries worldwide



EMPLOYEES: 170
ANNUAL TURNOVER: EUR 125 million
OPERATIONAL REACH: Subsidiaries in India, China, and Zambia and local representatives in +30 countries

Sister companies operating across 22 African countries, offering direct access to an extensive distribution network throughout Africa.



For further information, please visit:
Missionpharma: missionpharma.com
CFAO Healthcare: cfaohealthcare.com
CFAO Group: cfaogroup.com
TTC: toyota-tsusho.com
Fazzini: fazzini.it

The figures provided for TTC, CFAO and CFAO Healthcare reflect 2025 data.

Member of CFAO Healthcare

Missionpharma is a proud member of CFAO Healthcare, the leading distributor of branded originator pharmaceuticals and healthcare solutions to private and institutional markets in Africa.

CFAO Healthcare is the healthcare division of CFAO Group, which distributes international brands across Africa within mobility, healthcare, consumer goods and infrastructure. The Group is owned by Toyota Tsusho Corporation (TTC), listed on the Tokyo Stock Exchange.

INSTITUTIONAL CLIENT SEGMENT

Within CFAO Healthcare, Missionpharma and Fazzini together make up the Institutional Client segment and are represented at divisional leadership level by Missionpharma's CEO. This ensures close alignment and coordinated decision making across our institutional activities.

We work closely across areas such as hospital equipment tenders, quality processes for medical devices and logistics operations. By combining complementary capabilities, we can pool resources, submit joint bids where relevant and offer clients integrated, high quality solutions with a strong focus on compliance and after sales services.

FUTURE OPPORTUNITIES ACROSS THE HEALTHCARE VALUE CHAIN

CFAO Healthcare has expanded both geographically, with new establishments in markets such as Mozambique and South Africa, and across the healthcare value chain through investments in retail pharmacy chains, including Goodlife Pharmacy in Kenya and Uganda.

These developments create opportunities to strengthen collaboration across the Group over time, beyond our current sales of branded PharmaDanica® products and infusion solutions, and to support access to quality healthcare across our markets.

As sister companies Missionpharma and Fazzini collaborate across hospital equipment tenders, combining capabilities to ensure compliant and reliable solutions.



Meeting partners worldwide

Through active participation in key international conferences, we strengthen partnerships and contribute to forward-looking discussions on global health. These engagements provide valuable insights that help us further develop our solutions and better address the needs of partners and customers.

Again this year, we have participated in a range of conferences and exhibitions across the world. These events provide valuable opportunities to meet customers, suppliers and partners in person, share experiences, strengthen relationships and gain fresh insights into the challenges and opportunities that shape global health supply.

The dialogues we have at these events help us better understand the needs of both customers and suppliers and support close cooperation across the value chain, enabling us to refine our solutions so they deliver the greatest value.

During the year, we participated in a number of major industry conferences and trade fairs, such as DIHAD and WHX in Dubai, AidEx in Geneva, ICFP in Colombia, FARCAPS in Djibouti, EAHS in Nairobi and PharmagoraPlus in Paris.

We have already committed to a number of conferences and exhibitions in the coming year to ensure that we remain closely connected with customers, suppliers and partners and up to date on developments in global health.



The 3rd edition of FARCAPS (Forum Africain sur le Renforcement de la Chaîne d'Approvisionnement des Produits de Santé) was organised by ACAME and took place in November 2025.



Missionpharma attended the 7th International Conference on Family Planning (ICFP) in November 2025 in Bogotá, Colombia. The conference brought together global health stakeholders to discuss advances and challenges within sexual and reproductive health.



The leading event for humanitarian aid and disaster relief, DIHAD, took place in April 2025 in Dubai.

Childhood Cancer Programme

Missionpharma has delivered essential cancer medicines as supplier to the Global Platform for Access to Childhood Cancer Medicines. Through stable supply, strong collaboration and strict quality assurance, we help ensure that children receive the timely treatment they depend on.

Every year, around 400,000 children develop cancer, and 90% of them live in low and middle income countries, where survival rates remain below 30%. In contrast, survival in high income countries exceeds 80%. Limited access to quality assured cancer medicines continues to be one of the primary barriers to improving survival rates for children.

OUR SUPPORT TO THE GLOBAL PLATFORM

In this financial year, we continued our role as an appointed supplier to the Global Platform for Access to Childhood Cancer Medicines. We supplied a range of oral and injectable cancer medicines, mainly used for leukaemias, lymphomas, brain tumours and solid tumours such as neuroblastoma, Wilms tumour and sarcomas, to a total of eight countries.

Our efforts focused on ensuring uninterrupted availability, strengthening supply reliability and meeting the strict quality requirements defined by UNICEF and PAHO. Through these deliveries, we support improved treatment for children who rely on timely access to essential cancer medicines.

The pilot phase progressed throughout the year, and demand stabilised as partner countries began integrating Global Platform deliveries into national treatment pathways. We expect continued scale up over the coming years as the initiative prepares to expand to additional countries. Our priorities will remain centred on secure supply, strong collaboration with procurement partners and ongoing support to ensure quality assured cancer medicines reach the children who need them.

In this financial year, Missionpharma has delivered cancer medicines to Ecuador, Jordan, Mongolia, Nepal, Uzbekistan, Moldova, Malawi and Zambia.

Only 29% of low-income countries report that cancer medicines are generally available to their populations compared to 96% of high-income countries.



ABOUT THE GLOBAL PLATFORM

Global Platform for Access to Childhood Cancer Medicines was created in 2021 to ensure a consistent supply of quality assured childhood cancer medicines to low and middle income countries.

It is delivered in partnership between St Jude Children's Research Hospital, WHO, UNICEF and the PAHO Strategic Fund.

Medicine distribution began in 2025 across the six pilot countries: Ecuador, Jordan, Mongolia, Nepal, Uzbekistan and Zambia. The ambition is to expand to 50 countries within the next 5 to 7 years and to provide medicines for approximately **120,000 children by 2027**. The initiative aims to contribute to saving **1 million children by 2030**.



Showcasing Danish impact with DI

We were proud to support Danish Industry's (DI) first Christmas calendar exhibition, which highlighted how Danish companies create lasting impact across the Global South. Behind our door in the exhibition, we presented our 50 year anniversary book.



In December, Danish Industry (DI) launched its first-ever Christmas calendar exhibition at Industriens Hus in Copenhagen, highlighting how Danish companies contribute to growth, education and job creation across Africa, Asia and Latin America.

We were extremely proud to be invited to take part in this initiative, which celebrates the positive impact of Danish solutions in the Global South.

IMPROVING MATERNAL HEALTH IN IVORY COAST

Ivory Coast is just one example of how we create impact where the need is greatest. Our impact in Ivory Coast was presented behind door number three on 3rd December 2025, focusing on our work to strengthen healthcare in Ivory Coast.

Through the delivery and installation of hospital equipment in 62 hospitals and clinics, and the servicing of an additional 32 clinics in phase 2 of the project, we have helped improve conditions for mothers during childbirth and reduce infant mortality in the country. This project was carried out in collaboration with several Danish companies and supported by export credit financing from Denmark's Export and Investment Fund (EIFO).

We are grateful to Danish Industry (DI) for putting the spotlight on these efforts and inspiring more companies to engage in projects that make a real difference in the global south.

THE STORY OF MISSIONPHARMA BEHIND DOOR NUMBER THREE



Behind our door number three in the oversized Christmas calendar, we showcased our anniversary book, published in September 2025 to mark our 50th anniversary. The book provides an insight into our story, culture and the values that make Missionpharma unique.



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.

Over time, we have systematically developed our approach to sustainability and integrated it into both our corporate strategy and daily operations.

Our strategy focuses on key environmental, social and governance priorities, as illustrated in the graphics to the right. These show how our commitments align with the Sustainable Development Goals we support.

The strategy guides how we allocate resources and ensures that our efforts create the strongest possible impact. Our ESG priorities are supported by KPIs and targets, which help us measure progress transparently and strengthen accountability across the organisation.

To maintain momentum, we review and adjust our short term and long term ESG goals every year to ensure continuous improvement.



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 two years ago. 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 Sustainable Development 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 contributes specifically to the following sub-targets:

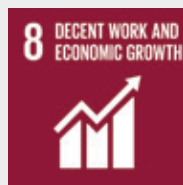
- 3.1: Reduce the global maternal mortality ratio
- 3.2: End preventable deaths of newborns and children
- 3.3: End the epidemics of AIDS, tuberculosis, malaria
- 3.4: Reduce premature mortality from non-communicable diseases
- 3.7: Ensure universal access to sexual and reproductive healthcare services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

CONTRIBUTION TO SDG 3

Missionpharma is committed to supporting Sustainable Development Goal 3 (SDG 3) and contributes to selected sub-targets through dedicated efforts to improve global access to quality medicines and medical supplies.

We organise targeted initiatives to enhance maternal and child health and reduce maternal mortality. We supply products to fight communicable diseases, such as AIDS, tuberculosis and malaria, and provide solutions for the prevention and treatment of non-communicable diseases (NCDs).

As the largest supplier of the three-month injectable generic contraceptive, depot medroxyprogesterone acetate (DMPA), to the global donor community, we help provide women around the world with greater control over their reproductive health, thereby supporting national family planning programmes.



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 the well-being, safety and development of our employees by fostering a safe, inspiring and inclusive work environment. At the same time, we drive our company's economic growth and ensure long-term, sustainable progress by continuously expanding our activities, growing our global workforce and upholding strict 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 one of the world's most pressing challenges, we are committed to fostering a climate-conscious culture and promoting environmentally sustainable practices across our teams. Central to our approach are our ISO 14001 certifications in India and Denmark, which provide a solid foundation for guiding our efforts to reduce our environmental footprint. Each year, we set concrete targets aimed at minimising our environmental impact, with a particular focus on reducing energy consumption and CO₂ emissions. These efforts are supported by ongoing investments in solar energy at our own facilities.

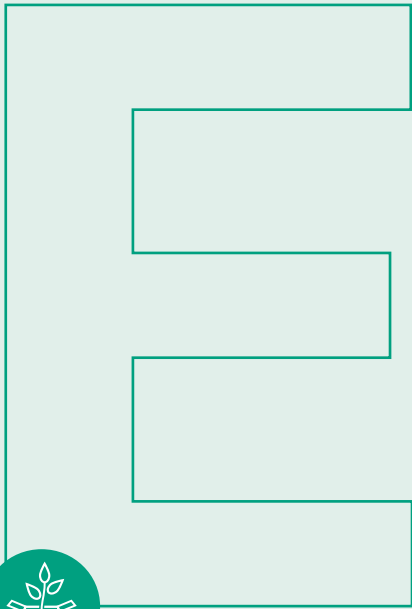


SDG 17: PARTNERSHIP FOR THE GOALS

Revitalize the global partnership for sustainable development.

CONTRIBUTION TO SDG 17

Missionpharma is committed to fostering partnerships across borders and sectors. Our approach centres on building strong, long-term relationships with suppliers, customers, Ministries of Health and other global partners, creating a united front for sustainable development. Recognising the critical role of financial resources in driving progress, we actively work to mobilise funding for developing countries from a variety of sources. In addition to global collaborations, we pursue localisation partnerships aimed at strengthening community capacities and ensuring that the benefits of development are shared broadly and equitably. We also cooperate closely with our group of sister companies, Laborex, which operates in 22 African countries. This partnership provides direct access to an extensive distribution network across Africa, enhancing our ability to deliver impact at scale.



ENVIRONMENT

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



In the financial year 2025/26, our solar panel installations in Kandla reached a total capacity of 800 kW.



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, as a global organisation, we can make the greatest positive impact on the environment. We continue to strengthen our work with ISO 14001 certification, supporting processes and awareness across our organisation and extended supply chain.

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

environmental 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, 2026, 57% of our total procurement value is with ISO 14001-certified suppliers, and 99% of our shipped value (inbound and outbound) is managed by ISO 14001-certified International Freight Forwarders - both comfortably above targets.

ENVIRONMENTAL POLICY

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

We strive to minimise 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 2025/26

- Installed an additional 400 kW of solar capacity in Kandla, doubling the total capacity to 800 kW and resulting in an increase of more than 75% in annual CO₂ savings.
- Completed the installation of 300,000 liter water conservation tanks in Kandla, bringing our total storage capacity to 500,000 litres.
- Assessed and identified solutions to reduce gas consumption in Lyngø.

Main targets 2026/27

- Full utilisation of the 800 kW solar installation to cover around 50% of total electricity consumption at Kandla site.
- Review and identify further improvement activities to ensure full compliance with revised ISO 14001 requirements.
- Establish a monthly inventory review process to minimise medical waste.

EXPANSION OF SOLAR POWER CAPACITY

One of our environmental targets for the 2025/26 financial year was to invest in an additional 400 kW of solar power capacity in Kandla. This target was achieved, increasing our total installed solar capacity to 800 kW.

This milestone reflects a long term approach to renewable energy. Since 2018, we have expanded our solar power capacity through five successive investment phases, culminating in the current 800 kW installation.

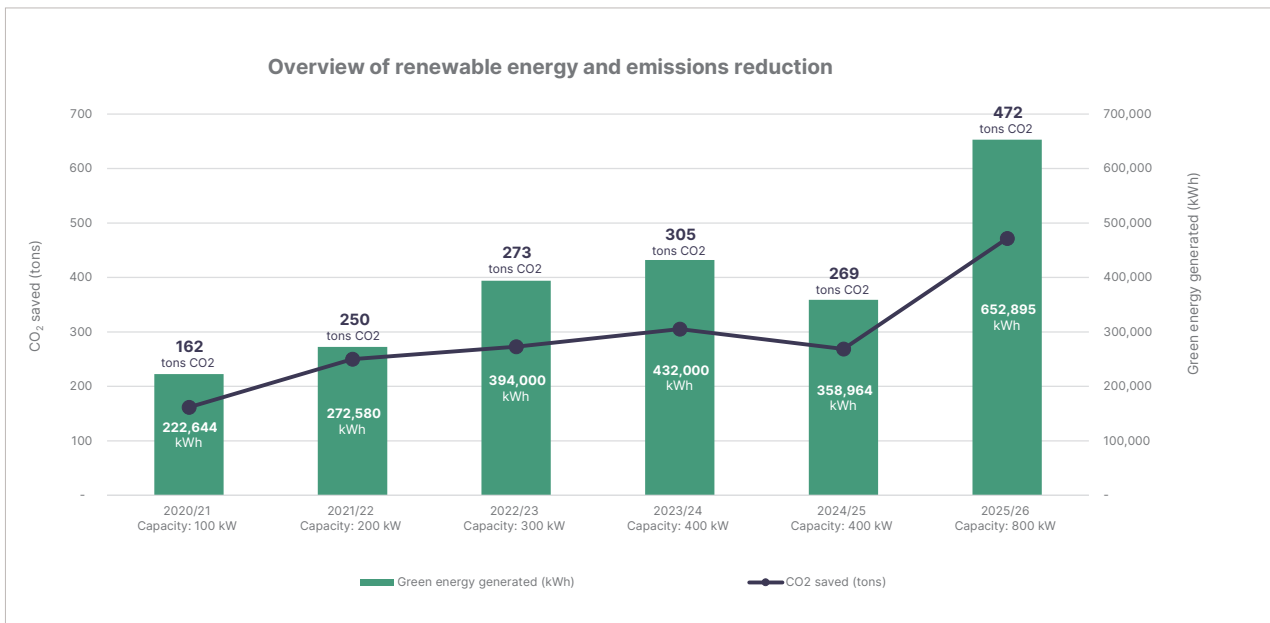
The additional capacity supports the higher electricity demand resulting from our physical and operational expansion, including additional air conditioning needs to maintain a consistent temperature of 25°C in our warehouses. Despite increased cooling requirements, our overall grid power consumption in Kandla has decreased through smart optimisation of power consumption.

Looking at the full financial year 2025/26, solar power covered 31% of our total electricity consumption in Kandla. Following the installation of the most recent 400 kW in December 2025, solar power has consistently covered more than 60% of our electricity consumption over the last four months.

Based on this development, we expect solar power to account for around 50% of our electricity consumption in Kandla on a sustained basis in the years to come.

The latest 400 kW investment uses advanced solar panel technology, generating around 20% more electricity compared with previous installations. This improves the efficiency of our renewable energy production and further reduces our reliance on grid electricity.

This year, we installed an additional 400 kW of solar panels in Kandla, increasing our total solar energy capacity to 800 kW.



KEY FIGURES 2025/26 FOR KANDLA

Solar power capacity:	800 kW
Green energy generated:	652,895 kWh
CO ₂ savings:	472 tons
Solar coverage - full financial year:	31%
Solar coverage - second half of the year*:	54%

**Following the installation of additional 400 kW solar power in December 2025.*

EXPANDING RAINWATER CONSERVATION CAPACITY IN KANDLA

In line with last year's environmental targets, we have expanded our rainwater storage capacity in Kandla to 500,000 litres by installing additional underground tanks. The project began in the previous financial year and was fully completed in 2025/26, and we now operate three underground tanks in total.

The collected water is used for landscape irrigation and for cleaning our premises and those of our solar panels not yet operated by robotic cleaners. Any surplus water is cleaned and recycled.

To complement the expansion, we improved the landscaping around the tanks to create a greener and more pleasant environment. The surrounding greenery is maintained through an integrated sprinkler system that uses water from the conservation tanks.

With the installation of additional underground rainwater conservation tanks at our Kandla site, we have increased storage capacity to 500,000 litres. This expansion strengthens our water recycling efforts and supports greener landscaping across the site.



SMART MAINTENANCE OF SOLAR PANELS

Since 2018, we have strengthened our commitment to renewable energy at our Kandla facility by installing solar panels on our warehouse roofs in five phases.

By the financial year 2025/26, our total solar capacity reached 800 kW. Over a full year, solar energy is expected to supply around 50% of total energy consumption in Kandla, reducing reliance on conventional power and delivering long term cost savings.

Keeping solar panels clean is essential for maintaining high energy output, yet traditional cleaning methods require large amounts of water, significant labour and involve safety risks on rooftops around 13 metres high, particularly during windy conditions.

To address this, we have introduced AI driven, waterless robotic cleaners on our solar panels. The amount of water saved with this solution is significant and of high

importance in regions with water scarcity. The system cleans the panels daily, supporting higher and more stable power generation. Each robot can clean an entire warehouse roof in less than 10 minutes and operates using its own integrated solar panels, without drawing electricity from the grid.

The robotic solution improves workplace safety by minimising manual rooftop work and reduces manpower costs over time. Its lightweight design lowers point loads on roofs, supporting a longer roof lifespan, while also improving cleaning consistency through automated daily operation.

Robotic cleaners were installed on half of the solar panels in January 2026. Following positive performance results, all remaining warehouse roofs with solar panels will be equipped with robotic cleaners at the beginning of the financial year 2026/27.



The four kit packing lines in our main warehouse at our Kandla facilities allow all carton types within a kit to be packed simultaneously, creating a smooth and efficient flow. Cartons move directly from packing to palletisation, reducing handling steps, floor congestion and associated safety risks, while supporting a more organised and space efficient packing area.

LEAN AND ENERGY EFFICIENT PACKING AT KANDLA

At our Kandla facilities, we operate four kit packing lines in our main warehouse. The layout allows multiple cartons within a kit to be packed simultaneously, enabling each kit to be completed in one continuous flow. This improves packing efficiency and allows cartons to be stacked directly onto pallets, removing the need for intermediate storage.

The linear and space optimised setup reduces floor congestion and supports a safer, more organised working environment, while also improving overall presentation. To further enhance operational efficiency, we have upgraded to energy efficient LED lighting and installed an insulated false ceiling. These improvements have enhanced visibility and working conditions and are expected to reduce overall power consumption at the site.

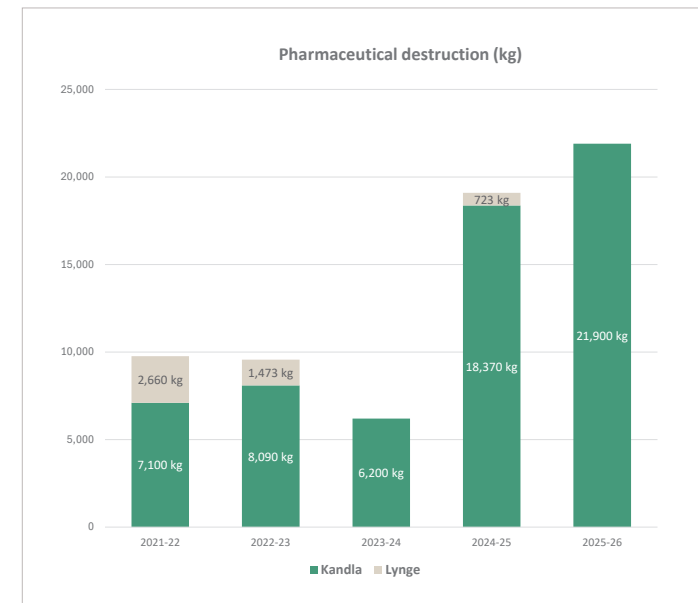
PHARMACEUTICAL DESTRUCTION LEVELS

At Missionpharma, we are committed to reducing pharmaceutical destruction levels as part of our efforts to minimise waste, enhance environmental sustainability and maximise the reach of essential medicines for people in need.

This commitment is reflected in our stock management strategies and is closely monitored as a key performance indicator under our ISO 14001 framework. Historically, our business model has resulted in very low destruction volumes, as most procurement has been carried out against confirmed orders, with excess quantities primarily held as buffer stock.

As we have transitioned towards a more stock-based business, the risk of goods expiring has naturally increased. This shift, combined with major supply chain disruptions in early 2025 caused by the USAID closure and other funding changes, led to higher destruction levels in both 2024/25 and 2025/26. Despite this increase, pharmaceutical destruction still accounts for only around 0.4% of our total procurement value.

In 2026, we hired a new Sales and Operations Planning (S&OP) Manager to drive improvements and implement a monthly inventory review process to support continued reductions in destruction levels.





The Swachh Award is an Indian recognition granted to companies and industrial units that demonstrate strong commitment to cleanliness, hygiene and environmentally responsible operations.

MORE ENERGY EFFICIENT TEMPERATURE CONTROL IN OUR WAREHOUSES

In our Kandla warehouses, we have introduced a range of energy efficiency measures to maintain a stable temperature of 25°C with significantly lower energy consumption. This has been supported by the full integration of our warehouses, enabling more efficient temperature control and reduced overall energy use.

We closely monitor A/C performance and have implemented several improvements to reduce energy use. In addition to our investment in 400 kW solar panels, we have installed additional insulation on roofs and sun exposed walls, added more air curtains between warehouses and enhanced the loading bays for optimal utilisation of cool air. To further reduce electricity use, we have installed LED lighting with motion sensors across the facility.

In our Lynge warehouse, we have also carried out important upgrades to improve energy efficiency. In the financial year 2025/26, we repaired the roof and replaced all skylight windows.

We have also lowered the overall storage temperature in Lynge while ensuring suitable working conditions for warehouse staff by constructing a dedicated office area within the facility. This allows us to reduce energy use in the warehouse space without compromising a healthy indoor climate for employees.

TWO AWARDS FOR OPERATIONAL EXCELLENCE IN KANDLA

Missionpharma Logistics India was once again recognised as the Highest Exporter in the category Drugs, Pharmaceuticals and Allied Products by the Kandla Special Economic Zone authorities.

This marks the 16th year that we have received this award since our establishment in 2001, and it underscores the strength, scale and reliability of our supply chain in delivering quality medicines to our customers.

In this financial year, we also received the Swachh Award for the first time. The word 'swachh' means 'clean' in Hindi, and the award is part of a broader national agenda to promote cleaner, safer and more responsible

industrial practices. The award recognises industrial units that demonstrate strong performance within hygiene, waste handling, facility maintenance and environmental management.

Our recent warehouse expansions in Kandla, combined with investments in solar energy, water conservation, robotic cleaning and a wide range of other sustainability initiatives, have helped elevate the facility to its current standard of operational excellence as a world class GDP warehouse. These improvements have strengthened both the environmental footprint of the site and the quality of our day to day operations.

We are extremely proud of both awards, which reflect the dedication of our teams in India and our long term commitment to operating a responsible, efficient and high performing supply chain.



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.



Our 50th anniversary in 2025 was celebrated across all our locations, bringing colleagues together for a memorable day with good energy and shared moments.

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 2025/26:

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 2025/26

- A global satisfaction score of 90%, against a target of 80%, was achieved in the new 'In The Mood' employee engagement survey, measured as an average of all questions.
- Employees' focus on leadership behaviours (motivation, feedback and accountability) increased through the completion of 13 training sessions, including additional accountability training, continued feedback training and multiple awareness sessions during global calls.
- Donation efforts to Mercy Ships and local communities in India were continued.

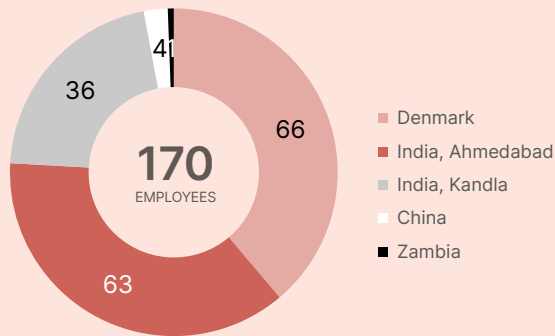
Main targets 2026/27

- Obtain a global satisfaction score above 85%, measured as an average of all questions in the 'In The Mood' employee engagement survey.
- Further develop our Leadership Behaviours globally.
- Use digital tools and technologies to identify and implement new ways of working.

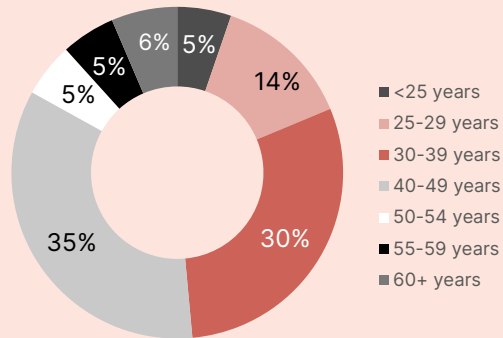
SOCIAL FIGURES BY 31 MARCH 2026

(Group figures)

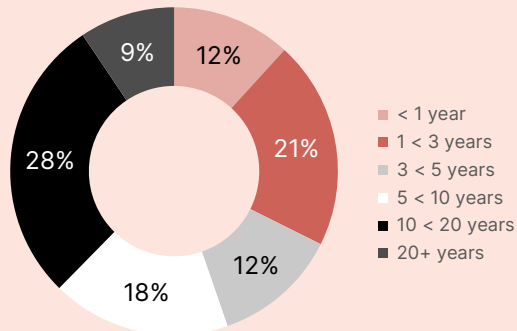
EMPLOYEE DISTRIBUTION



AGE DISTRIBUTION



SENIORITY



SICK ABSENCE

Sick absence rates among our employees remain consistently low across all locations. We consider this a reflection of our commitment to fostering a healthy and supportive work environment through targeted and proactive initiatives.

Like many organisations, we operate in a period of transition influenced by broader socio-economic and geopolitical developments that affect both our business and our employees. We therefore prioritise employee wellbeing through access to health programmes and services, flexible working arrangements, initiatives supporting mental and physical health and a strong focus on work-life balance.

When employees experience long-term illness, we place significant emphasis on a gradual and safe return to work, with individual health and wellbeing as the primary consideration.

	2025/26	2024/25	2023/24	2022/23	2021/22
DENMARK	1.9%	1.9%	1.2%	1.6%	1.2%
INDIA	1.1%	2%	1.2%	1.1%	2.1%

DEVELOPING PEOPLE THROUGH COACHING

In India, our HR Manager is certified ICF-ACC coach (International Coaching Federation - Associate Certified Coach) and offers one-to-one coaching for our employees and managers.

The aim is clear: To help our people grow. By ensuring a structured approach to professional development, employees strengthen communication, emotional intelligence and confidence, while managers improve leadership skills and team effectiveness. All coaching sessions are confidential and focus on practical outcomes.

This initiative is designed to strengthen our long-term people development efforts by creating a workplace where employees feel supported and included. While it is still early days, we expect that this approach will help improve engagement and retention over time.



CONTINUED USE OF INSIGHTS DISCOVERY® PERSONALITY PROFILING

For many years, we have used Insights Discovery® personality profiling as a common framework for understanding behavioural preferences and improving everyday communication across our organisation.

The model is based on four colour energies – Fiery Red, Sunshine Yellow, Earth Green and Cool Blue – illustrated in the Insights Discovery wheel, which shows how individual preferences think, act and interact.

By using a shared and accessible language, the Insights Discovery® model helps employees recognise their own preferred way of working, the strengths that lie within this, which working styles they find natural and which they need to be more deliberate about using. With increased self-awareness, the model also supports appreciation of others' perspectives, leading to clearer communication, more effective collaboration and stronger relationships across teams and geographies.

Insights Discovery® training is integrated into our global people development activities and supports organisational coherence alongside process harmonisation. Through continued use of this tool, we aim to create a more inclusive and supportive working environment, where differences are understood as a source of strength rather than misunderstanding.



DISCOVERY FULL CIRCLE

Building on the long standing use of Insights Discovery® across our organisation, we introduced Discovery Full Circle (DFC) in the financial year 2025/26 as a complementary development tool. DFC is offered to a limited number of employees each year, with up to 10 participants globally and three employees currently taking part.

DFC is a structured and supportive 360 degree feedback tool that helps employees gain a deeper understanding of their own behavioural preferences and how these are experienced by colleagues. Because it uses the familiar Insights colour energies, the feedback is constructive, accessible and easy to turn into practical actions.

By combining personal reflection with input from colleagues, DFC supports dialogue on how we work together. We hope it contributes to stronger collaboration, more open communication and a shared understanding across teams.

Over time, we expect this approach to contribute to stronger collaboration, more open communication, reduced misunderstandings and improved employee wellbeing, thereby reinforcing a positive and cohesive organisational culture.



I was genuinely happy and proud to take part in our 50 year celebration, which culminated in a joint event across all our locations in September 2025. Moments like this remind us how important our culture is and how it connects us across teams and geographies as we move forward as one organisation.

Helle Bak Sanden
Chief Human Resource Officer

ANNUAL EMPLOYEE ENGAGEMENT SURVEY

This year, we completed our full transition to the CFAO Group's 'In The Mood' employee engagement survey, which is also used by our sister companies across the Group. This transition aligns our approach with the wider organisation and supports a clearer and more comparable view of employee engagement across the Group.

STRONG RESULTS AGAIN THIS YEAR

As in previous years, we achieved very positive results, with employees continuing to show high levels of satisfaction and engagement.

A total of 90% positive responses were achieved across all 28 statements in the survey, up from 85% last year and well above our target of 80%. The target of 80% was set to reflect the change of system and the uncertainty that such transitions can create, but this did not negatively impact the results.

The key benchmark question, "I would recommend this company as a good place to work", reached 92% positive responses, slightly higher than last year's 91%.

These results show that our workplace culture remains solid and that our people continue to find meaning and purpose in what they do.

LOOKING AHEAD

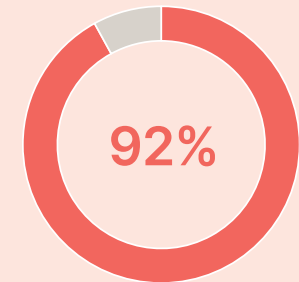
The survey provides valuable insight into what is working well and where improvements can be made, and we are pleased to now be fully aligned with the Group. With the shared survey format, we support the Group in gaining a broader view of engagement trends across and identify new opportunities to support and grow teams.

In the months ahead, we will work closely with teams across our locations to follow up on improvement suggestions and continue developing our workplace together.

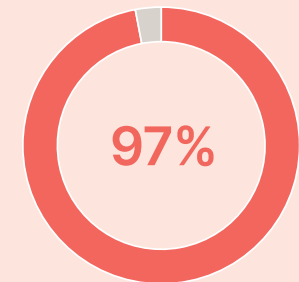
With a 98% response rate, this year's survey demonstrates solid employee commitment and ensures strong validity in the results.



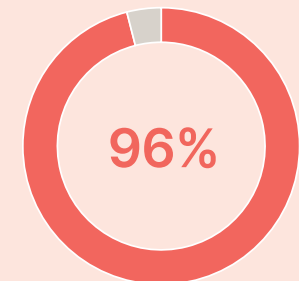
GLOBAL KEY RESULTS 2026:



of our employees would recommend Missionpharma as a good 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 Missionpharma



WORKING SMARTER WITH DIGITAL SOLUTIONS

We remain committed to continuously strengthening our digital setup and improving work efficiency across our global organisation.

This year, we took an important step forward by reinforcing collaboration across locations through the rollout of Microsoft Teams and structured channels. This setup enables smarter collaboration on documents, reducing the number of internal e-mails and mitigating the risk of updating an obsolete version of the documents.

Channels also help ensure that information is stored in the appropriate place and remains accessible to colleagues across time zones and locations, while still complying with segregation of duties requirements by ensuring that only the right people have access to the right documents.

The available apps in channels also enables smarter collaboration, resource planning and transparency on ongoing activities.

USING AI AND AUTOMATION TO DRIVE EFFICIENCY

We continue to integrate AI tools that support daily work processes, including the development of Copilot agents across functions. These tools assist employees with routine tasks such as drafting documents, preparing meeting notes, summarising long texts and locating relevant information quickly. They also support better decision making by making data easier to interpret and apply.

At the same time, we are exploring wider opportunities for process automation, particularly within repetitive and time-consuming tasks. This includes assessing AI powered assistance within Excel, our ERP systems and document handling workflows to further enhance productivity and efficiency for both individuals and departments.

These digital initiatives help us save time, reduce manual processes and ensure a more consistent way of working. Most importantly, they free up resources for value creating activities that strengthen customer service and support a more efficient and innovative working culture.

TRAINING INITIATIVES

In 2025/26, we continued our efforts to strengthen leadership across the organisation by increasing employees' awareness of our core leadership behaviours - motivation, feedback and accountability.

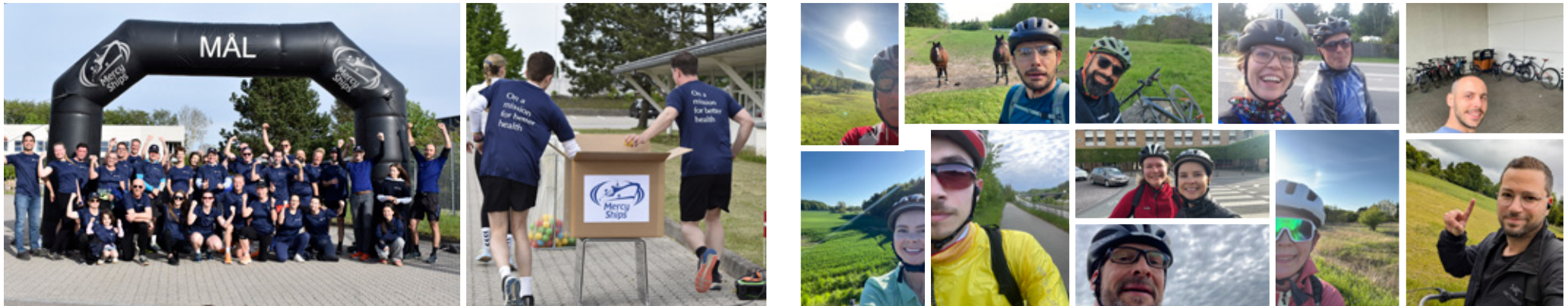
As a follow up on last year's social target of conducting more than 10 training sessions, we completed a total of 13 formal training activities during this financial year. These sessions helped both managers and employees apply our leadership behaviours in their daily work and supported our ambition to maintain a strong feedback culture.

At the same time, we are implementing a number of concrete feedback initiatives over the next financial year that will help make the topic more tangible and easier to focus on in day to day work. These initiatives are designed to reinforce the impact of our training efforts and further embed feedback as a natural part of how we collaborate and develop as an organisation.

We conducted 13 training sessions in 2025/26 to strengthen awareness of our leadership capabilities, with particular focus on feedback and accountability.

Active together for a healthier world

At Missionpharma, our social activities bring us closer together while supporting meaningful causes. Whether we run, walk or cycle, we strengthen our team spirit and contribute to better health for people and the planet.



CHARITY RUN FOR MERCY SHIPS

This year, we continued our tradition of supporting Mercy Ships through the Missionpharma Charity Run. Our team in Lyngø ran or walked 249 laps within one hour, which was converted into a donation that will fund around 30 life changing surgeries for people in some of the poorest regions of Africa on board their two hospital ships.

Mercy Ships provides free and safe surgical care in areas where 9 out of 10 people lack access to basic surgical treatment. Since the organisation was founded in 1978, more than 117,000 life changing surgeries have been performed, and over 52,000 local healthcare professionals have been trained to strengthen long term medical capacity in the countries they serve.

Each year, Mercy Ships relies on more than 3,000 volunteers to deliver care and support on board its hospital ships. By partnering with this remarkable organisation, we help bring essential healthcare to communities that need it most. The enthusiasm and commitment demonstrated by our colleagues at the Charity Run make this initiative truly special.

WE BIKE TO WORK

For many in Denmark, cycling is a natural way to travel from A to B, while others need a small push to leave the car behind. In May, 16 colleagues participated in the national "We Bike to Work" campaign, joining more than 50,000 participants from more than 2,000 companies across Denmark.

Together, we cycled 4,020 kilometres, met our team target and supported a campaign initiative that promotes sustainable transport. Our effort saved an estimated 550 kg of CO₂ compared to car travel.

Beyond reducing emissions, the initiative supported employee well being, encouraged healthy routines and strengthened our sense of community. A friendly element of competition motivated colleagues to reach new milestones and keep the momentum going.

We are proud to contribute to a nationwide initiative that champions climate friendly mobility and supports a healthier everyday life. We have already decided that we will participate in the event again next year.

Football jerseys with a purpose

As part of our ongoing sustainability and social responsibility efforts, we once again supported the Danish Childhood Cancer Foundation through Football Jersey Friday, joining companies across Denmark to bring hope and practical support to children living with cancer and their families.

In March 2026, we took part in Football Jersey Friday for the second time, joining hundreds of companies across Denmark in supporting children living with cancer.

The annual event, organised by Danske Spil together with the Danish Childhood Cancer Foundation, raises awareness of the approximately 200 children in Denmark who are diagnosed with cancer every year and supports the families whose lives are deeply affected by the illness.

All funds raised go directly to the Danish Childhood Cancer Foundation to support research, treatment initiatives and essential services for affected families.

On this special day, our colleagues in Lyngø pulled on their favourite football jerseys to show solidarity and contribute through generous personal donations. Our shared commitment created a warm sense of unity and reminded us that even small actions can make a difference.

ABOUT 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.

This year, Missionpharma chose to match - and thereby double - the total amount donated by our employees. All funds raised go directly to the Danish Childhood Cancer Foundation to support their important work.

In 2026, Football Jersey Friday, a national initiative organised by Danske Spil, raised more than DKK 18 million to support children with cancer in Denmark.



Improving access to clean water in Kandla

This year, we funded the installation of a drinking water station that provides free, continuous access to clean drinking water for the many people working in and around the Kandla Special Economic Zone.

In 2025/26, we continued our commitment to supporting people in our local communities in India. This year, we funded the installation of a clean drinking water station, located at the main entrance of the Kandla Special Economic Zone (KASEZ), close to our Indian warehouse facilities.

With a capacity of 1,000 litres per hour and a cooling feature, the station will provide free access to clean and cooled drinking water for truck drivers, clearing and forwarding agents, transporters, security staff, labourers and other daily users of the KASEZ area.

The facility is expected to be particularly valuable during the intense summer months, where access to safe drinking water is essential.

Our contribution includes a five year maintenance plan to ensure the long term durability of the installation and secure its continued benefit to the community. This initiative is a concrete way for us to support the communities around our operations and to help ensure that access to basic necessities is readily available.

Through our 2025/26 CSR investment in India, people working in and around our Kandla facilities now have continuous access to clean, cooled drinking water.





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, suppliers and partners.

We are committed to ensuring that all third parties are vetted through a risk based due diligence process that protects the company while enabling the organisation to operate efficiently.

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 2025/26

- Five minor, low-severity incidents reported at Kandla location.
- Exhaustive vetting of all third parties, in addition to all new business relationships.
- 100% compliance training completion across all defined targets groups.

Main targets 2026/27

- Zero occupational accidents across all locations.
- ≥ 90% of all new third parties are vetted same day as request is received and relevant documents provided.
- Assigned compliance policy training is completed within two weeks of the first day of employment.

CHANGING OUR COMPLIANCE TRAINING PLATFORM

In 2025/26, we continued to strengthen the governance framework established under the CFAO Group.

This framework provides clear guidance, tools and expectations that support ethical behaviour in our daily work and is anchored in the Group's Code of Conduct and Ethics.

During the year, we transitioned from our current training platform, TRACE, to the system Talentsoft, an online learning platform used across the CFAO Group and with courses designed particular to match the needs in the Group.

Talentsoft offers a broader and more integrated learning environment, giving employees access to compliance training as well as a range of additional e-learning modules that will be gradually introduced during the year.

KEY TRAINING MODULES

In 2025/26, all our employees globally were required to complete two mandatory compliance courses in Talentsoft:

- Code of Conduct and Ethics (COCE)
- Anti-corruption Code of Conduct

The COCE serves as a shared reference for all Group employees. It reinforces the importance of acting with integrity, behaving responsibly and meeting the legal and ethical standards expected of us. The Anti-corruption Code of Conduct provides clear guidance on how to recognise and manage situations where corruption risks may arise.

All employees invited for training across our five locations completed the mandatory modules during 2025/26, resulting in a 100% completion rate. Alongside the Talentsoft training, we continued to apply our inhouse compliance trainings, which remains a key component in raising awareness and preventing misconduct.



100%

of target group has completed assigned compliance trainings

332

digital compliance trainings completed across our organisation

3,168

vetting scans performed on vendors and customers through MemberCheck platform

156

full vettings performed on vendors and customers

34

GMP audits. No infringement of human rights have been reported during audits

POSH TRAINING IN INDIA

In line with legal requirements in India, we conducted mandatory PoSH (Prevention of Sexual Harassment) training at our locations in Ahmedabad and Kandla. The programme covered all permanent employees as well as contract staff, ensuring full compliance with national regulations.

The training focused on raising awareness of individual rights and on clarifying the internal procedures to follow in the event of experiencing or witnessing sexual harassment. By strengthening understanding and transparency around reporting channels, we aim to sustain a safe and respectful work environment for all colleagues

Overall, the training reinforces our commitment to maintaining a workplace culture where inappropriate behaviour is not tolerated and where all employees feel supported and empowered to speak up.



WORLD SAFETY DAY

As part of the CFAO Group, we remain committed to upholding ANZEN and ensuring a safe and healthy working environment for all employees. The Safety First principle continues to guide our daily operations across all locations.

In 2025, we again marked World Safety Day on 28 April at both Indian locations. This annual event provides an important opportunity to strengthen awareness about workplace safety and to engage employees in practical safety activities across the CFAO Group.

In connection with World Safety Day, we carried out a range of awareness and practical activities across all our locations. Activities included a fire safety mock drill to refresh employees' understanding of emergency actions. We also held an insightful training session on first aid, basic CPR and mass casualty management led by a professional doctor. A firefighting and emergency evacuation mock drill was conducted by a professional after routine fire safety checks, followed by training on fire prevention.

Our Indian employees also produced creative posters for the traditional 'CFAO Best Safety Poster Award', which this year focused on the theme of road safety. This competition is always well attended by both our permanent and temporary employees in India, who contribute with great creativity, enthusiasm and dedication.

World Safety Day, marked globally on 28 April each year, aims to promote the prevention of workplace accidents and occupational diseases by raising awareness of safe and healthy working environments.



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



Our colleagues in India eagerly participated in the "CFAO Best Safety Poster" competition.



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).

Safety First

Missionpharma's Safety First principle and systematic approach to occupational safety continue to support low incident levels and high employee confidence in workplace health and safety.

OCCUPATIONAL ACCIDENTS

We maintain a strong focus on preventing occupational accidents across all sites through systematic risk management, training and continuous improvement. All safety related events are recorded and analysed to support learning and prevention. Incidents are categorised as major, minor, or near miss events.

Our Ahmedabad and Lyngde sites have reported no occupational accidents for several consecutive years. At our Kandla site, where most kit production and packing takes place, incident levels have remained low and have been limited to minor events or near misses.

During the year, five minor incidents were recorded at our Kandla site. All cases were low severity and related to the

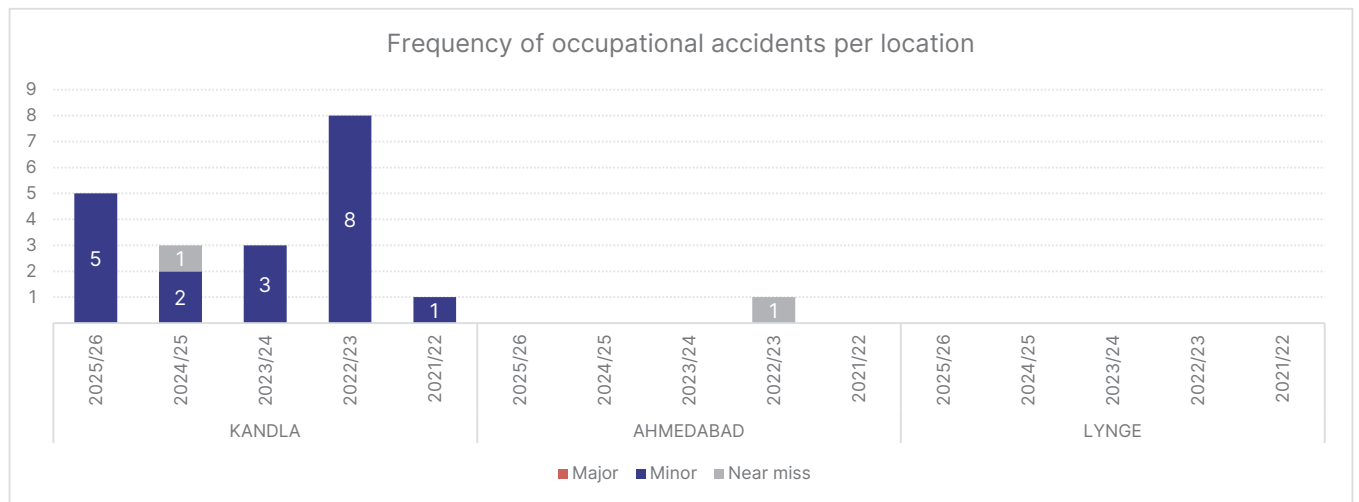
use of handheld pneumatic guns during kit packing or palletization, with no serious injuries.

Targeted safety awareness training and process adjustments have been implemented, and we expect these measures to further reduce similar incidents going forward.

EMPLOYEE PERCEPTION OF SAFETY

This year's employee engagement survey confirms our strong safety culture. Across all locations, 97% of employees responded positively to the statement "This company cares about the health and safety of its employees at work."

This positive response highlights that our employees recognise and appreciate our ongoing efforts to maintain a safe working environment.



ESG data

Data covers the entire Missionpharma Group, unless otherwise stated.

ENVIRONMENT	Unit	2025/26	2024/25	2023/24	2022/23	2021/22
Electricity consumption	kWh	2,537,565	2,083,501	1,775,820	1,461,696	1,309,870
Share of renewable energy	%	37	32	40	47	40
Water consumption	L	7,356,000	7,455,000	6,649,500	5,889,200	4,911,000
Rainwater harvesting capacity	L	500,000	200,000	0	0	0
Green energy procured	kWh	283,795	302,926	269,903	297,709	250,709
Green energy generated (from solar panels)	kWh	652,895	358,964	432,000	394,000	272,580
CO ₂ emissions saved (from solar panels)	tons	472	269	305	273	250
Solar capacity	kW	800	400	400	300	200
Pharmaceutical destruction	kg	21,900	19,093	6,200	9,563	9,760
SOCIAL						
Employee headcount		170	169	158	150	142
Gender distribution, Global	% female	36	37	33	29	30
Gender distribution, Lyngø	% female	53	51	39	37	37
Gender distribution, Kandla	% female	3	3	3	0	0
Gender distribution, Ahmedabad	% female	33	35	38	29	35
Gender distribution, Board	% female	25	25	25	25	20
Gender distribution, Executive management	% female	25	25	25	25	0
Gender distribution, other managerial levels	% female	28	22	25	21	22
Gender distribution, Management Lyngø	% female	33	32	32	33	-
Employee survey participation rate	%	98	97	99	100	99
Employee satisfaction, benchmark question	%	92	91	95	94	93
GOVERNANCE						
Whistleblower cases	Number	0	0	0	0	0
Occupational accidents	Number	5	3	3	9	1
Compliance training completion	%	100	100	100	100	100



Missionpharma A/S
Vassingerødvej 9
DK-3540 Lyngby • Denmark

Tel.: +45 48 16 32 00
info@missionpharma.com
www.missionpharma.com

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