

Healthy Future Report 2025

Disclosures

teva





Teva employee in Croatia



BCI program in Ghana



Recharging an electric Teva truck in Germany



Teva CEO at Ulm site, Germany

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Overview












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Global Reporting Initiative (GRI) Content Index

General Disclosures





GRI Indicator	Reference	2025 Healthy Future Report Disclosures Page Reference	United Nations (UN) Sustainable Development Goals (SDGs)
GRI 1: Foundation (2021)			
2-1: Organizational details	<p>Teva Pharmaceutical Industries Ltd. is publicly traded on the New York Stock Exchange (NYSE: TEVA) and the Tel Aviv Stock Exchange (TASE: TEVA). For more details, see page 57 of Teva's 2025 Annual Report (Form 10-K).</p> <p>We operate worldwide, with headquarters in Israel and a significant presence in the United States, Europe and many other markets around the world. We have 46 manufacturing facilities and 21 R&D sites. Our products are sold in 57 countries.</p> <p>For more: https://www.tevapharm.com.</p>		
2-2: Entities included in the organization's sustainability reporting	This report covers all of Teva's owned and operated facilities around the world, covering all the entities included in Teva's financial reporting.		



GRI Indicator	Reference	2025 Healthy Future Report Disclosures Page Reference	United Nations (UN) Sustainable Development Goals (SDGs)
2-3: Reporting period, frequency and contact point	The reporting period is for the 2025 calendar year. We report on an annual basis. Contact information can be found on page 66 of the 2025 Healthy Future Report .		
2-4: Restatements of information	All restated information is indicated in the notes of tables.		
2-5: External assurance	2025 Healthy Future Report , pages 67–69.		
2-6: Activities, value chain, and other business relationships	There were no significant changes in Teva's operations in 2025. Teva's 2025 Annual Report (Form 10-K) , pages 3–16 and 115–119; 2025 Healthy Future Report , pages 4–6 and 11.		 
2-7: Employees	2025 Healthy Future Report Disclosures	pages 43–44	 
2-8: Workers who are not employees	2025 Healthy Future Report Disclosures	page 43	 
2-9: Governance structure and composition	Teva's Board of Directors (BOD) is comprised of 12 members (11 of which are independent, aside from President and CEO). The average tenure for Board members is 7.83 years. For more, see pages 6-7 of Proxy Statement for Teva's 2026 Annual Shareholder Meeting .		 
2-10: Nomination and selection of the highest governance body	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , pages 11–18 "Director Election"; pages 23-24, "Nominees for Directors"; and page 28, "Corporate Governance and Nominating Committee."		 
2-11: Chair of the highest governance body	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , pages 11, 14 and 21; Teva's Non-Executive Chairman of the Board is Dr. Sol Barer.		

There were no omissions to report for the year 2025.

GRI Indicator	Reference	2025 Healthy Future Report Disclosures Page Reference	United Nations (UN) Sustainable Development Goals (SDGs)
2-12: Role of the highest governance body in overseeing the management of impacts	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , pages 21–22, “Board Meetings” and “Board of Directors’ Role in Risk Oversight”; pages 27–29 for roles and responsibilities of various board committees under “Committees of the Board.” For more information, please see our 2025 Healthy Future Report , page 12. The Compliance Committee oversees sustainability impacts, risks and opportunities.		
2-13: Delegation of responsibility for managing impacts	2025 Healthy Future Report , page 12.		
2-14: Role of the highest governance body in sustainability reporting	The Board of Directors acknowledges the Report and Executive Management (EM) is responsible for reviewing and approving.		
2-15: Conflicts of interest	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , pages 94–95, “Related-Party Transactions”.		
2-16: Communication of critical concerns	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , page 31 “Shareholder Engagement”; pages 32–33 “Human Capital Management”; Teva's Code of Conduct , page 39; Teva's Integrity Hotline Complaints Procedure .		
2-17: Collective knowledge of the highest governance body	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , pages 20–21, “Director Terms and Education”; 2025 Healthy Future Report , page 12.		
2-18: Evaluation of the performance of the highest governance body	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , page 30, “Board Evaluation Process.”		

GRI Indicator	Reference	2025 Healthy Future Report Disclosures Page Reference	United Nations (UN) Sustainable Development Goals (SDGs)
2-19: Remuneration policies	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , pages 24–25, “Non-Employee Director Compensation” (for Director compensation); pages 41–86 for executive compensation; and the Chief Executive Officer’s variable compensation according to predefined financial metrics and relative financial metrics (e.g. relative total shareholder return).		
2-20: Process to determine remuneration	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , page 49, “Role of the Independent Compensation Consultant”; page 31, “Shareholder Engagement”; and pages 44–45, “2024 Say-on-Pay Vote and Shareholder Engagement.”		
2-21: Annual total compensation ratio	See the CEO to employee compensation ratio here: Proxy Statement for Teva's 2026 Annual Shareholder Meeting , page 82. The ratio of the CEO’s annual total compensation increase to the median employee increase for 2025 was approximately 173%, reflecting the CEO’s first salary adjustment in two years, as approved by shareholders.		
2-22: Statement on sustainable development strategy	2025 Healthy Future Report , page 2 (Letter from the Chair and President and CEO) and pages 9–10.		
2-23: Policy commitments	Teva Corporate Governance & Policy Documents and relevant policies are communicated to employees via trainings, written policies, handbooks and more. For policy commitments to respect human rights, please see the Sustainable Procurement chapters of the 2025 Healthy Future Report , pages 60–63, and the 2025 Healthy Future Report Disclosures.	Pages 60 , 92–94	
2-24: Embedding policy commitments	Measures to embed each of its policy commitments are included in the 2025 Healthy Future Report , Healthy People, page 15; Healthy Planet, page 39; and Healthy Business, page 55.	Page 93	

GRI Indicator	Reference	2025 Healthy Future Report Disclosures Page Reference	United Nations (UN) Sustainable Development Goals (SDGs)
2-25: Processes to remediate negative impacts	Teva is committed to preventing and mitigating all significant negative impacts. The approach to manage each material impact is disclosed in the sections in the 2025 Healthy Future Report , Teva's Code of Conduct , page 39, includes our process to manage grievances from all stakeholders. See also Teva's Integrity Hotline Complaints Procedure and 2025 Healthy Future Report Disclosures.	Pages 60 , 92 – 94	
2-26: Mechanisms for seeking advice and raising concerns	2025 Healthy Future Report , pages 56–59, Teva's Code of Conduct , page 39. See also Teva's Integrity Hotline Complaints Procedure .		
2-27: Compliance with laws and regulations	Teva's 2025 Annual Report (Form 10-K) , pages 137–152; 2025 Healthy Future Report Disclosures.	Page 90	
2-28: Membership associations	Teva engages with several industry and trade associations at the local or national level to support responsible business practices and improve access to medicines and healthcare quality for patients. Notably, Teva is a member of the Pharmaceutical Supply Chain Initiative (PSCI), Antimicrobial Resistance Industry Alliance (AMRIA) (Board position), Biopharma Sustainability Roundtable (BSRT), Responsible Health Initiative (RHI), Pharmaceutical Environment Group (PEG), Medicines for Europe (MfE) (Board position), Association for Accessible Medicines (AAM), International Federation of Pharmaceutical Manufacturers and Associations (IFPMA), the European Federation of Pharmaceutical Industries and Associations (EFPIA) (Board position), Healthcare Distribution Alliance (HDA), EU Critical Medicines Alliance, Biosimilars Forum, European Fine Chemicals Group (EFCG) and Pharmaceutical Product Stewardship Work Group (PPSWG).		
2-29: Approach to stakeholder engagement	2025 Healthy Future Report Disclosures .	Pages 23 – 24	

GRI Indicator	Reference	2025 Healthy Future Report Disclosures Page Reference	United Nations (UN) Sustainable Development Goals (SDGs)
2-30: Collective bargaining agreements	We respect the right of our employees to organize or join associations, and bargain collectively, if they choose to do so. We aim to engage collaboratively with employee representatives and reach agreements that serve both the needs of our employees and our business. As of 2025, 44% of our employees globally are covered by collective bargaining agreements and/or are members of a union. This information includes only employees where there is a signed CBA/Union agreement. Please note that there may be other situations in which employees are represented by collective organizations, but there is no official agreement signed.		 
3-1: Process to determine material topics	2025 Healthy Future Report , page 10; 2025 Healthy Future Report Disclosures.	Pages 20 – 22	
3-2: List of material topics	2025 Healthy Future Report , page 10; 2025 Healthy Future Report Disclosures.	Page 22	

There were no omissions to report for the year 2025.





















Topic Disclosures

GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Health Equity and Access to Medicines*				
GRI 3: Management of material topics (2021)	3-3: Management of material topics (2021)	Teva's Position on Access to Medicines ; 2025 Healthy Future Report , page 16; 2025 Healthy Future Report Disclosures.	Pages 31 – 35	
Patient Safety and Quality*				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Patient Safety , 2025 Healthy Future Report , pages 28–32; 2025 Healthy Future Report Disclosures.	Pages 37 – 40	
GRI 416: Customer health and safety (2016)	416-1: Assessment of the health and safety impacts of product and service categories	100% of medicinal products (Teva portfolio and clinical trial pipeline) are regularly assessed for health impacts; 2025 Healthy Future Report Disclosures.	Page 37	
	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	During 2025, Teva did not receive any penalty, fine or warnings regarding non-compliance concerning the health and safety impacts of our medicines.		
Ethics and Transparency in Clinical Trials				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Clinical Trial Ethics and Transparency ; 2025 Healthy Future Report Disclosures.	Page 41	

GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Inclusion and Diversity*				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Code of Conduct ; Teva's Position on Inclusion and Diversity ; 2025 Healthy Future Report , pages 33–35; 2025 Healthy Future Report Disclosures.	Pages 42 – 46	
GRI 405: Diversity and equal opportunity (2016)	405-1: Diversity of governance bodies and employees	Proxy Statement for Teva's 2026 Annual Shareholder Meeting , page 6; 33% of directors are female; 100% of current Board members are over 50 years old; 2025 Healthy Future Report Disclosures.	Page 45	
	405-2: Ratio of basic salary and remuneration of women to men	2025 Healthy Future Report Disclosures.	Page 46	
Employee Health, Safety and Well-being*				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Occupational Health and Safety ; 2025 Healthy Future Report , pages 36–37; 2025 Healthy Future Report Disclosures.	Pages 47 – 53	
GRI 401: Employment (2016)	401-2: Benefits provided	2025 Healthy Future Report Disclosures.	Page 53	
	401-3: Parental leave	2025 Healthy Future Report Disclosures.	Page 53	

There were no omissions to report for the year 2025.

* Material topics identified through Teva's Double Materiality Assessment (DMA) are comprehensively disclosed.

GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
GRI 403: Occupational health and safety (2018)	403-1: Occupational health and safety management system	2025 Healthy Future Report Disclosures.	Pages 49–50	 
	403-2: Hazard identification, risk assessment and incident investigation	Teva's Position on Occupational Health and Safety ; 2025 Healthy Future Report Disclosures.	Page 51	 
	403-3: Occupational health services	2025 Healthy Future Report Disclosures.	Page 51	 
	403-4: Worker participation, consultation and communication on occupational health and safety	Teva's Position on Occupational Health and Safety ; 2025 Healthy Future Report, page 36.		 
	403-5: Worker training on occupational health and safety	2025 Healthy Future Report Disclosures.	Page 51	 
	403-6: Promotion of worker health	2025 Healthy Future Report Disclosures.	Page 52	 
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2025 Healthy Future Report Disclosures.	Page 52	 
	403-8: Workers covered by an occupational health and safety management system	2025 Healthy Future Report Disclosures.	Page 50	 
	403-9: Work-related injuries	2025 Healthy Future Report Disclosures.	Pages 48–49	 
	403-10: Work-related ill health	2025 Healthy Future Report Disclosures.	Pages 48–49	 

There were no omissions to report for the year 2025.

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GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Talent Recruitment and Development				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Code of Conduct; Teva's Position on Talent Recruitment and Development ; 2025 Healthy Future Report Disclosures.	Pages 54–57	
GRI 401: Employment (2016)	401-1: New employee hires and employee turnover	2025 Healthy Future Report Disclosures.	Pages 54–56	
GRI 402: Labor/management relations (2016)	402-1: Minimum notice periods regarding operational changes	We follow the legal requirements in the countries or collective labor agreement, at the minimum. Typically, the notice period ranges from one month to several months, depending on the country or the collective labor agreement. Depending on the scenario, sometimes advance notice in addition to the notice period is provided to ensure employees have more time to find alternatives. We consult and provide notice to the unions based on the terms specific in the collective bargaining agreements.		
GRI 404: Training and education (2016)	404-2: Programs for upgrading employee skills	2025 Healthy Future Report Disclosures.	Page 57	 
	404-3: Performance reviews	2025 Healthy Future Report Disclosures.	Page 56	 

GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Employee Engagement				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Code of Conduct; Teva's Position on Talent Recruitment and Development; 2025 Healthy Future Report Disclosures.	Page <u>58</u>	
Economic Impact				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	2025 Healthy Future Report, page 7; 2025 Healthy Future Report Disclosures.	Page <u>59</u>	
GRI 201: Economic performance (2016)	201-2: Financial implication and other risks and opportunities due to climate change	2025 Healthy Future Report Disclosures.	Page <u>62-74</u>	
GRI 203: Indirect economic impacts (2016)	203-1: Infrastructure investments and services supported	2025 Healthy Future Report Disclosures.	Page <u>35</u>	
	203-2: Significant indirect economic impacts	2025 Healthy Future Report, pages 7-8; 2025 Healthy Future Report Disclosures.	Page <u>59</u>	
Human Rights				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	2025 Healthy Future Report, page 60; 2025 Healthy Future Report Disclosures.	Page <u>60</u>	

GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Responsible Lobbying				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Government Affairs; 2025 Healthy Future Report Disclosures.	Page <u>100-101</u>	
GRI 415: Public policy (2016)	415-1: Political contributions	2025 Healthy Future Report Disclosures.	Page <u>100-101</u>	
Climate Action and Resilience*				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Environmental Sustainability; 2025 Healthy Future Report, pages 42-47; 2025 Healthy Future Report Disclosures.	Pages <u>62-74</u>	
GRI 302: Energy (2016)	302-1: Energy consumption within the organization	2025 Healthy Future Report Disclosures.	Page <u>72</u>	
	302-3: Energy intensity	2025 Healthy Future Report Disclosures.	Page <u>72</u>	

There were no omissions to report for the year 2025.

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GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
GRI 305: Emissions (2016)	305-1: Direct (Scope 1) GHG emissions	2025 Healthy Future Report Disclosures.	Page 73	
	305-2: Energy indirect (Scope 2) GHG emissions	2025 Healthy Future Report Disclosures.	Page 73	
	305-3: Other indirect (Scope 3) GHG emissions	2025 Healthy Future Report Disclosures.	Pages 73-74	

Pharmaceuticals in the Environment*

GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Pharmaceuticals in the Environment, 2025 Healthy Future Report , pages 48–50; 2025 Healthy Future Report Disclosures.	Page 75-76	
GRI 303: Water and effluents (2018)	303-2: Management of water discharge-related impacts	2025 Healthy Future Report Disclosures.	Page 76	

Waste

GRI 3: Management of material topics (2021)	3-3: Management of material topics	2025 Healthy Future Report, page 52; 2025 Healthy Future Report Disclosures.	Pages 77–79	
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GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
GRI 306: Waste (2020)	306-1: Waste generation and significant waste-related impacts	2025 Healthy Future Report Disclosures.	Page 78	
	306-2: Management of significant waste-related impacts	2025 Healthy Future Report Disclosures.	Pages 78-79	
	306-3: Waste generated	2025 Healthy Future Report Disclosures.	Page 77	
	306-4: Waste diverted from disposal	2025 Healthy Future Report Disclosures.	Page 77	
	306-5: Waste directed to disposal	2025 Healthy Future Report Disclosures.	Page 77	

Nature and Biodiversity







GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Environmental Sustainability, 2025 Healthy Future Report , page 54.		
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Water





GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Environmental Sustainability, 2025 Healthy Future Report , page 53; 2025 Healthy Future Report Disclosures.	Pages 80–81	
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GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
GRI 303: Water and effluents (2018)	303-1: Interactions with water as a shared resource	2025 Healthy Future Report Disclosures.	Page 81	 
	303-3: Water withdrawal	2025 Healthy Future Report Disclosures.	Page 80	 
	303-4: Water discharge	2025 Healthy Future Report Disclosures.	Page 81	
	303-5: Water consumption	2025 Healthy Future Report Disclosures.	Page 80	 

Ethics and Integrity*

GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Code of Conduct , Teva's Global Prevention of Corruption Policy ; 2025 Healthy Future Report, pages 56–59; 2025 Healthy Future Report Disclosures.	Pages 86–91	
GRI 205: Anti-corruption (2016)	205-1: Operations assessed for risks related to corruption	2025 Healthy Future Report Disclosures.	Page 87	
	205-2: Communication and training about anti-corruption policies and procedures	2025 Healthy Future Report Disclosures.	Page 88	
	205-3: Confirmed incidents of corruption and actions taken	2025 Healthy Future Report Disclosures.	Page 89	
GRI 206: Anti-competitive behavior (2016)	206-1: Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Teva's 2025 Annual Report (Form 10-K) , pages 140–144.		

GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Sustainable Procurement				
GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Responsible Supply Chain ; 2025 Healthy Future Report, pages 60–63; 2025 Healthy Future Report Disclosures.	Pages 92–94	
	GRI 308: Supplier environmental assessment (2016)	308-1: New suppliers that were screened using environmental criteria	Teva's Position on Responsible Supply Chain and Supplier Code of Conduct ; 2025 Healthy Future Report, pages 61–62; 2025 Healthy Future Report Disclosures.	Page 92
308-2: Negative environmental impacts in the supply chain and actions taken		2025 Healthy Future Report Disclosures.	Pages 92–94	
GRI 414: Supplier social assessment (2016)	414-1: New suppliers that were screened using social criteria	Teva's Position on Responsible Supply Chain and Supplier Code of Conduct ; 2025 Healthy Future Report, pages 61–62; 2025 Healthy Future Report Disclosures.	Page 92	   
	414-2: Negative social impacts in the supply chain and actions taken	2025 Healthy Future Report Disclosures.	Pages 92–94	   

There were no omissions to report for the year 2025.

* Material topics identified through Teva's Double Materiality Assessment (DMA) are comprehensively disclosed.

GRI Indicator	Topic Disclosures	Reference	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
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Data Privacy

GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva Global Data Privacy Policy ; 2025 Healthy Future Report Disclosures.	Page 95	
GRI 418: Customer privacy (2016)	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	Teva had 0 reportable substantiated complaints of data privacy breaches and 0 losses of personal data, including customer data. The Teva Legal and Compliance teams continue to be vigilant and partner with their IT counterparts to be proactive on this subject matter.		

Cybersecurity and Information Security

GRI 3: Management of material topics (2021)	3-3: Management of material topics	2025 Healthy Future Report Disclosures.	Page 96	
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Innovation

GRI 3: Management of material topics (2021)	3-3: Management of material topics	2025 Healthy Future Report , pages 25–27; 2025 Healthy Future Report Disclosures.	Page 97	
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Animal Welfare








GRI 3: Management of material topics (2021)	3-3: Management of material topics	Teva's Position on Animal Welfare ; 2025 Healthy Future Report Disclosures.	Page 99	
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There were no omissions to report for the year 2025.
 * Material topics identified through Teva's Double Materiality Assessment (DMA) are comprehensively disclosed.

Sustainability Accounting Standards Board (SASB) Content Index

Biotechnology and Pharmaceutical Standard

SASB Code	SASB Metric	Disclosure	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Safety of Clinical Trial Participants				
HC-BP-210a.1	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	2025 Healthy Future Report Disclosures.	Page 41	 
HC-BP-210a.2	Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation or (2) regulatory or administrative actions taken against the entity	Teva had no clinical trial and pharmacovigilance inspections that resulted in voluntary remediation or regulatory or administrative actions.		
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	None		

SASB Code	SASB Metric	Disclosure	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Access to Medicines				
HC-BP-240a.1	Description of actions and initiatives to promote access to healthcare products for priority diseases and in priority countries as defined by the Access to Medicine Index	2025 Healthy Future Report, pages 16–22; 2025 Healthy Future Report Disclosures.	Pages 31–35	 
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	We do not have any medicines on the WHO List of Prequalified Medicinal Products.		
Affordability and Pricing				
HC-BP-240b.2	Percentage change in: (1) weighted average list price and (2) weighted average net price across USA product portfolio compared to previous reporting period	2025 Healthy Future Report Disclosures.	Page 35	 
HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous reporting period	Not disclosed.		 

SASB Code	SASB Metric	Disclosure	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Drug Safety				
HC-BP-250a.1	Products listed in public medical product safety or adverse event alert databases	MedWatch: The FDA Safety Information and Adverse Event Reporting Program.		
HC-BP-250a.2	Number of fatalities associated with products	Not disclosed.		
HC-BP-250a.3	(1) Number of recalls issued, (2) total units recalled	2025 Healthy Future Report Disclosures.	Page 40	
HC-BP-250a.4	Total amount of product accepted for takeback, reuse or disposal	2025 Healthy Future Report Disclosures, for recalled products and takeback schemes.	Pages 40 , 79	
HC-BP-250a.5	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	2025 Healthy Future Report Disclosures.	Page 40	
Counterfeit Drugs				
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	2025 Healthy Future Report, page 31; 2025 Healthy Future Report Disclosures.	Page 38	
HC-BP-260a.2	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	2025 Healthy Future Report, page 60; 2025 Healthy Future Report Disclosures.	Page 38	
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests and/or filing of criminal charges related to counterfeit products	2025 Healthy Future Report Disclosures.	Page 38	

SASB Code	SASB Metric	Disclosure	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Ethical Marketing				
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	None.		
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Our promotional efforts to healthcare professionals must be "on-label" for approved products. Everything a Teva sales representative or authorized contractor says as part of performing his or her job, may be considered to be promotional. Therefore, any sales representative or Teva contractor, who receives an inquiry about off-label use, is obligated to refer the healthcare professional's question(s), or questions from others, to our medical affairs department, allowing medical professionals to communicate Teva medical information directly in a non-promotional way and limited specifically to the inquiry being made, and our sales representatives and contractors are not allowed to solicit or encourage in any way these types of requests. See more in Teva's Code of Conduct , as well as the 2025 Healthy Future Report Disclosures.	Pages 86 – 91	

SASB Code	SASB Metric	Disclosure	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
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Employee Recruitment, Development and Retention

HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and R&D staff	<p>Teva actively maps market trends and emerging areas in R&D to identify future skills needs and attract talent. Through strategic partnerships with universities, the company recruits early-career scientists and engages with potential candidates via industry conferences, professional networks, and thought leadership.</p> <p>To support talent development and retention, R&D managers participate in global management and cross-R&D leadership programs, grounded in Teva Leadership Principles, to strengthen their ability to connect, inspire and collaborate effectively across the organization. In parallel, employees and managers are offered year-round learning opportunities through programs such as We Learn, Grow & Inspire, We Explore, and We Spark, focusing on professional, interpersonal, and leadership capabilities. Together, these initiatives foster a culture of continuous learning and provide equitable development opportunities for all.</p>		
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HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals and (d) all others			
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Disclosure	2023*		2024**		2025***	
	Voluntary turnover	Involuntary turnover	Voluntary turnover	Involuntary turnover	Voluntary turnover	Involuntary turnover
Executives/senior managers	8.1%	8.1%	3.0%	4.7%	2.5%	12.9%
Middle managers	3.5%	3.6%	3.5%	4.7%	3.9%	8.4%
Junior managers	5.5%	3.1%	5.5%	4.2%	5.1%	6.7%
Total management positions	5.1%	3.4%	5.0%	4.3%	4.8%	7.2%
Professionals	7.0%	4.1%	7.5%	4.2%	7.6%	7.5%
Entry-level positions	6.9%	7.1%	6.9%	7.2%	6.4%	10.6%
Total non-management positions	6.6%	5.3%	7.3%	5.3%	7.2%	8.6%
Total employees	6.2%	4.8%	6.7%	5.0%	6.5%	8.2%

* 0.8% attrition is related to other reasons, including death, health reasons and retirement.

** 0.5% attrition is related to other reasons, including death, health reasons and retirement.

***0.2% attrition is related to other reasons, including death, health reasons and retirement.

SASB Code	SASB Metric	Disclosure	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Supply Chain Management				
HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	2025 Healthy Future Report Disclosures.	Page 40	
Business Ethics				
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	None		

SASB Code	SASB Metric	Disclosure	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
HC-BP-510a.2	Description of code of ethics governing interactions with healthcare professionals	Teva interacts appropriately with healthcare professionals by following applicable laws, industry codes of conduct, and internal governance documents, policies and procedures, including Teva's Position on Marketing and Promotional Practices and Teva's Code of Conduct. We treat these interactions very seriously, given the trust placed upon us by our healthcare partners, customers, patients and those regulating our industry. Teva trains relevant employees on responsible sales and marketing practices and is committed to compliant, ethical and transparent practices. Teva's promotional materials undergo a careful internal legal and regulatory review and are submitted to the FDA and other regulators as required at the time of their first use. Our Code of Conduct also aligns with relevant pharmaceutical industry associations' codes of conduct, which govern interactions with healthcare professionals, healthcare organizations, patients, patient organizations, government officials and third parties, and which are important voluntary practices that we embrace to remain true to our mission and corporate integrity. If this Code is violated, we implement timely corrective actions, which may include, as appropriate, warnings, additional training, adjustment to our policies and procedures, and disciplinary actions that, in extreme cases, can lead to employee financial consequences and/or dismissal. Please see more about Teva's compliance and ethics training on page 87 and the office of business integrity on page 89.	Pages 90 , 92	

SASB Code	SASB Metric	Disclosure	2025 Healthy Future Report Disclosures Page Reference	UN SDGs
Activity Metrics				
HC-BP-000.A	Number of patients treated	We provide quality innovative, generics and biosimilar medicines to millions of people each day.		
HC-BP-000.B.2	Number of drugs (1) in portfolio and (2) in research and development (Phases 1–3) and (3) number of new entries for clinical pipeline	<ol style="list-style-type: none"> 1 Approximately 2,000 drugs in portfolio. 2 As of January 2025, 15 biosimilar products are in development (five in pre-clinical, five in Phase 3 confirmatory studies and five under regulatory review), and 12 innovative medicines products are in development (three in pre-clinical, four in Phase 1, two in Phase 2 and two in Phase 3 and one under regulatory review). 3 One investigational new drug application. 		

UN Global Compact Principles

The United Nations Global Compact (UNGC) is a strategic policy initiative that encourages companies worldwide to adhere to ten principles of responsible business regarding human rights, labor standards, environmental protection and anti-corruption. Teva has participated in the UNGC since 2010 and we confirmed our signatory status in 2025.

Global Compact Principles		Our Position
1	Businesses should support and respect the protection of internationally proclaimed human rights.	Human Rights Position ; 2025 Healthy Future Report , pages 60–63; 2025 Healthy Future Report Disclosures, pages 60 , 92–95 .
2	Businesses should make sure that they are not complicit in human rights abuses.	Human Rights Position ; 2025 Healthy Future Report , pages 60–63; 2025 Healthy Future Report Disclosures, pages 60 , 92–95 .
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Rights Position ; 2025 Healthy Future Report , page 6 .
4	Businesses should support the elimination of all forms of forced and compulsory labor.	Human Rights Position ; 2025 Healthy Future Report , pages 60–63; 2025 Healthy Future Report Disclosures, pages 60 , 92–95 .
5	Businesses should support the effective abolition of child labor.	Human Rights Position ; 2025 Healthy Future Report , pages 33–35; 2025 Healthy Future Report Disclosures, pages 42–46 .
6	Businesses should support the elimination of discrimination in respect of employment and occupation.	Human Rights Position ; Inclusion and Diversity Position ; 2025 Healthy Future Report , pages 33–35; 2025 Healthy Future Report Disclosures, pages 42–46 .
7	Businesses should support a precautionary approach to environmental challenges.	2025 Healthy Future Report , pages 40–54; 2025 Healthy Future Report Disclosures, pages 62–84 .
8	Businesses should undertake initiatives to promote greater environmental responsibility.	
9	Businesses should encourage the development and diffusion of environmentally-friendly technologies.	
10	Businesses should work against corruption in all its forms, including extortion and bribery.	2025 Healthy Future Report , pages 56–59; 2025 Healthy Future Report Disclosures, pages 88–91 .

General Disclosures

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From Materiality to Healthy Future Strategy

Materiality Assessment

Materiality assessments help us to identify the most important sustainability topics and their priority to our business and stakeholders. In 2025, we conducted the first annual review and update of our 2024 Double Materiality Assessment (DMA). The results of our updated DMA will go on to guide our Healthy Future strategy.

The initial DMA, and its recent update, was carried out in accordance with the European Sustainability Reporting Standards (ESRS) as laid out by the EU Corporate Sustainability Reporting Directive (CSRD) and the European Financial Reporting Advisory Group (EFRAG) Materiality Assessment Implementation Guidance. Teva does not currently fall within the CSRD's legal obligations, and our efforts described hereon are intended as preparations for future disclosure obligations. Our evaluation included the entire Teva business.

We intend to review and, as necessary, reassess our DMA results each year, considering any significant changes at Teva, as well as outcomes from our Environmental and Human Rights Due Diligence, Risk Assessment processes, relevant stakeholder input and the evolving sustainability landscape. We will schedule a comprehensive review of the DMA over an extended period.

In the next sections, we outline the process adopted to identify impacts, risks and opportunities, and to assess material issues, which we have used to determine the disclosures made in our Healthy Future Report.

1. Value Chain Mapping

We created our value chain map by reviewing internal documentation, performing external research and engaging with internal subject matter experts (SMEs). The process identified where impacts, risks and opportunities (IROs) were likely to arise, based on our business activities, relationships or other factors. The value chain map also gave an overview of the stages and activities of our operations, products and services. See Our Value Chain in our [Healthy Future Report](#) on page 11.

Key assumption: The detail captured in Teva's value chain map represents our primary upstream, operational, and downstream activities and business relationships.

2. Identifying Sustainability Impacts, Risks and Opportunities (IROs)

We employed desktop research and stakeholder engagement to identify IROs in our value chain from actual and potential drivers.

Desktop research encompassed a comprehensive review of external and internal documentation, such as the outcomes of our human rights and environmental impact due diligence and risk management processes, as well as public-facing documents, such as Teva's Healthy Future and Financial Reports. We also examined peer documentation, regulations and materials regarding current and emerging trends.

Our process included stakeholder engagement interactions with internal and external parties. Internally, this interaction included our corporate sustainability team, SMEs and employee representatives. We also interviewed a broad range of external stakeholders. For more information, see the [Stakeholder Engagement Section](#) on page 23.

Key assumptions:

- i) The selected peer group serves as an appropriate proxy to understand the sustainability and operating context of the pharmaceutical sector, specifically regarding Teva.
- ii) The stakeholders we engaged with provide a comprehensive representation of Teva's key stakeholders.

3. Integrating Teva's Due Diligence Process in the DMA

Our human rights and environmental due diligence process was critical in identifying and scoring IROs, so we could identify, assess, prioritize and monitor salient potential and actual impacts on both people and the environment. This process focused on specific activities, business relationships, geographical areas and other relevant factors. It considered the impacts stemming from our operations and our business relationships. Learn more about our Due Diligence process in the [Human Rights section](#) on page 60.

Key assumption: Our Due Diligence process is comprehensive, and identifies and assesses negative human rights impacts in the spirit of the UN Human Rights principles.

4. Prioritizing IROs

We established a scoring framework, which we used to evaluate each IRO, including qualitative and quantitative measures.

For impact assessment, the scoring criteria assessed severity, including scale, scope, irremediable character (for negative impact only) and likelihood over short-term (1–2 years), medium-term (3–5 years), and long-term (6–15 years) time horizons. Severity took precedence over likelihood when determining materiality for negative human rights-related impacts.

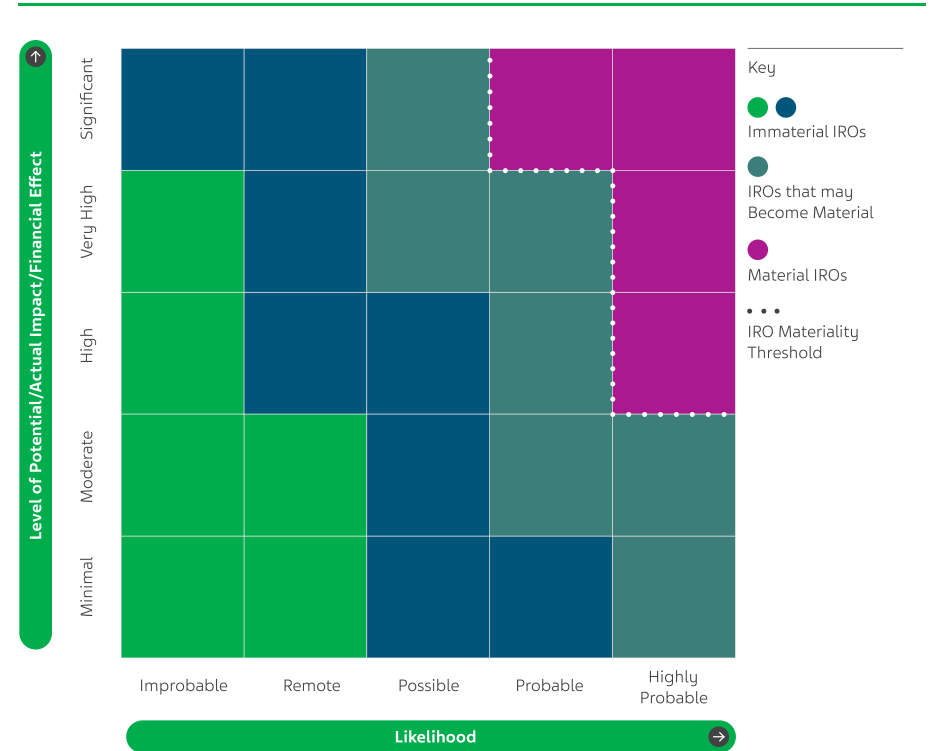
For risk and opportunities assessment, we used financial and non-financial magnitude criteria, such as financial loss/gain, business objectives impact, operational impact, regulatory compliance/legal impact, reputational impact and personal liability (civil or criminal) (risks only), and the same likelihood used for the impact assessment (see above). These criteria align with our enterprise risk management framework.

We validated the scores in workshops and consultations with internal stakeholders, gaining formal approval from Teva's Sustainability Committee, and shared with the Board of Directors' Compliance Committee.

We deemed IROs were material if their final scores placed them in the purple boxes of our matrix (see right).

Key assumptions:

- i) The materiality threshold and framework allow for a fair and accurate assessment of our actual or potential material IROs.
- ii) We consider the risk and negative impact severity/size before mitigation measures. The exception is for actual negative impact with measurable impacts in place.



5. Results of the Double Materiality Assessment

The 2025 DMA update led to the identification of seven material topics related to 14 material IROs:

- Health Equity and Access to Medicines (consumers and end-users – ESRS S4).
- Patient Safety and Quality (consumers and end-users – ESRS S4).
- Employee Health, Safety and Well-being (own workforce and workers in the value chain – ESRS S1 and S2).
- Inclusion and Diversity (own workforce – ESRS S1).
- Climate Action and Resilience (climate change – ESRS E1).
- Pharmaceuticals in the Environment (PIE) (pollution – ESRS E2).
- Ethics and Integrity (business conduct – ESRS G1).

Note: Names in parentheses indicate the applicable ESRS topic and code that Teva's topics have been considered against.

The IROs and topics resulting from our 2025 DMA update largely align with our 2024 materiality assessment outcomes, with the following key changes:

- Removal of some IROs and the entire Sustainable Procurement topic, as these could be viewed as mitigating measures to negative impacts (e.g. Climate Action and Resilience, and Employee Health, Safety and Well-being) or connected to meeting compliance obligations, therefore aligning the 2025 DMA results with clarifying updates made to the ESRS.
- Merging of some 2024 IROs to avoid unnecessary duplication.
- Addition of new IROs within existing topic areas due to new information becoming available.

Sustainable Procurement and Product Sustainability are topics that appear in our Healthy Future strategy. However, material IROs are not raised against them in our 2025 DMA update. We view our efforts regarding these topics as crucial mitigating measures against negative impacts and, therefore, continue to include Sustainable Procurement, as well as adding Product Sustainability, as a focus area in our Healthy Future strategy this year. Including these topics ensures they receive Teva's required focus and attention to drive progress and enables us to demonstrate transparency to stakeholders.

Key assumption:

The priority IROs and related sustainability topics identified in the DMA sufficiently cover all relevant potentially material sustainability matters specific to Teva's business operations, relationships and activities at the enterprise level.

Stakeholder Engagement

A diverse array of individuals and groups contribute to our business. Our relationships with these stakeholders help us to understand their expectations, validate our focus areas and inform our programs and activities. We engage with our stakeholders in various ways, including through our Double Materiality Assessment (DMA), annual surveys, community partnerships and participation in industry associations.

Engagement for DMA

Engaging with stakeholders is a vital component for performing our sustainability materiality assessments. We completed our first DMA in 2024 and updated it in 2025. It has helped us to identify impacts, risks and opportunities, influencing what we have disclosed in our 2025 Healthy Future Report.

Our Corporate Sustainability unit determined which key stakeholder groups to engage. Internal stakeholders acted as a representative sample of Teva employees, and included employees from relevant functions with expertise and knowledge of the company, as well as an understanding of applicable sustainability topics. For our 2025 DMA update, targeted internal engagement sessions helped to ascertain whether changes to our existing IROs might be necessary. These internal discussions supplemented the broader, more comprehensive internal and external engagement that informed the 2024 DMA. At that time, we held 15 interviews, engaging with 37 internal stakeholders, including employees from the EU and Israel Works Councils' representatives, and specialist functions, including EHS&S, R&D, TAPI Customer Experience, TAPI strategy, Human Resources, Compliance and Ethics, Health Equity and Access, Quality, Patient Safety, Corporate Sustainability, Procurement, Commercial, Legal, Enterprise Risk Management, Communications and Investor Relations.

As part of the original 2024 DMA, the external stakeholders represented a range of those affected by Teva and the anticipated audience of our Healthy Future Report. We interviewed 13 external stakeholders, including customers, suppliers, investors, lenders, sustainability experts and patient advocacy representatives.

Our DMA, including stakeholder inputs, will guide the evaluation and potential adjustments to our Healthy Future strategy in 2026, ensuring alignment with our overall strategy and business model.

Regular Stakeholder Engagement

Patients

We engage with patients, patient advocacy organizations and clinical trial participants to gain insights, get medicines to the people who need them and improve their lives.

Regulators and Policymakers

We collaborate and consult on public policy with regulators and policymakers, and work with industry associations to advocate for shared objectives and key priorities regarding medicine access, pricing, regulatory and IP reforms.

Customers

We build relationships with our customers and use their questionnaires and audits, as well as surveys we have developed, to better understand our customers' needs, support collaboration and improve patient outcomes.

Suppliers

We partner with over 41,000 suppliers to promote sustainability practices and advance our short- and long-term sustainability goals. We assess their performance through questionnaires, surveys and audits, and engage with them through meetings, webinars and industry associations.

Employees

We conduct performance reviews, invest in employees' professional development and well-being, and foster an engaging, safe, inclusive workplace for around 34,000 employees. We conduct an annual organizational health survey to understand and work toward improving employee satisfaction.

Healthcare Industry

We are a member of more than 13 industry associations and engage with payers and healthcare system decision-makers to improve access to our medicines.

Non-Profit Organizations

We collaborate with non-profit organizations on social and environmental initiatives, participate in global health tenders and attend global health congresses and meetings.

Investors

We engage with our investors on sustainability matters through direct outreach and dialogue, participation in ESG ratings and periodic meetings with investor groups to communicate our Healthy Future strategy and understand their expectations regarding sustainability.

Risk Management

We prioritize risk management across our value chain and manage and treat key risks across our global operations and all markets. We proactively address risks through risk management, crisis strategy management and business continuity planning, so we can continue to deliver on our purpose.

Governance

Teva's Board delegates oversight of risk management, crisis management and business continuity, including reviewing performance, policies, operations and business strategies, to the Audit Committee.

Our Executive Management team governs our Enterprise Risk Management (ERM) processes. Teva's Executive Vice President, Chief Financial Officer reports directly to the Chief Executive Officer and is responsible for overseeing our risk management. Our Senior Vice President, Chief Internal Auditor is responsible for auditing selected risks across our business units (based on the approved Global Internal Audit annual plan). For more information on internal audit activities, see [page 91](#).

Guiding Document

[Teva's Position on Enterprise Risk Management](#)

Our Top Risks

We plot our top risks in a matrix of likelihood and impact. The tables on the next page set out the top three risks in focus and two emerging risks from our 2025 risk assessment.

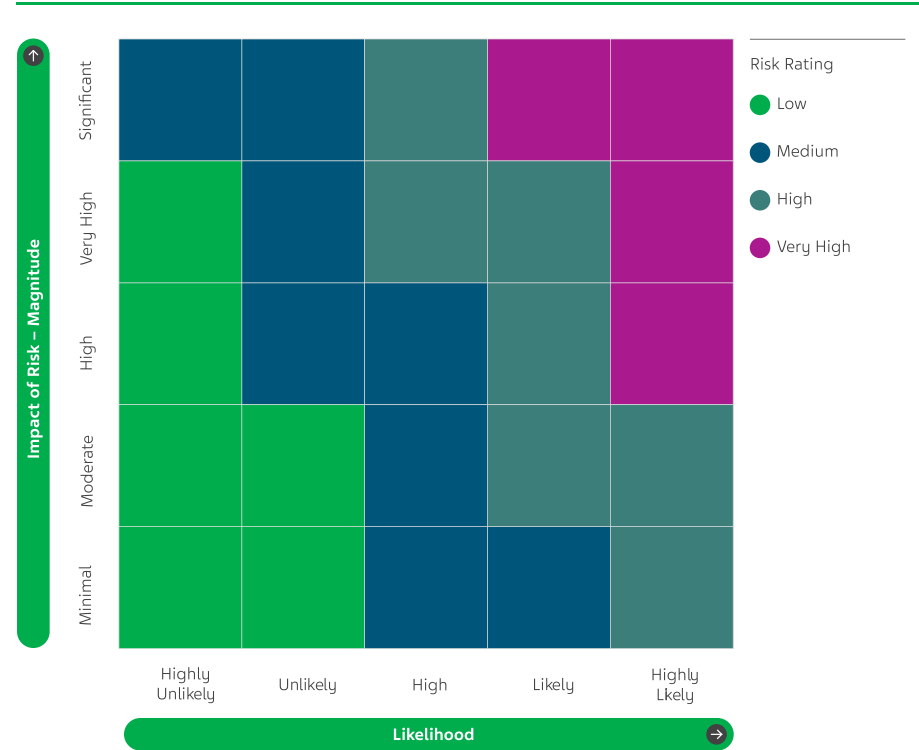
Our ERM Approach

Teva's Enterprise Risk Management (ERM) Framework provides a holistic view of risks across our global operations and supports our strategy. Through our ERM process, we identify, assess, manage and monitor risks across the organization. This process evaluates the likelihood and impact of risks that could affect our short- and long-term objectives, while also considering emerging risks. Our ERM process combines top-down strategic oversight with bottom-up engagement, through risk champions and partners in business units. This decentralized approach ensures timely identification, assessment and mitigation of risks at every level of the organization. Sustainability-related risks identified through our Due Diligence and Double Materiality Assessment (DMA) are integrated into our Healthy Future strategy and addressed through the ERM process.

In 2025, we enhanced our ERM Framework and updated our risk portfolio, reviewed our principal risks and presented updates to our Executive Management team and Audit Committee. We also introduced a bowtie analysis tool for use across the company, improving the visualization of risk scenarios and supporting structured analysis of causes, controls and potential consequences.

Crisis Management

In 2025, Corporate Risk Management participated in the Israel Situation room and played a critical role in supporting global Finance and IT during the Israel–Iran conflict. The team supported operational continuity and implemented risk mitigation measures. Additionally, in 2025, Corporate Risk Management enhanced the capabilities of IT and the Finance Safe Room for managing any cyber/war threats by developing procedures and exercises to strengthen emergency preparedness and enable an effective organizational response.





Risk Rating Key

● Very high
 ● High
 ● Medium
 ● Low

Top Three Risks in Focus in 2025	Context	Action	Rating
Macroeconomic Developments Global economic conditions (inflation, increasing interest rates and currency volatility) may negatively affect us and magnify certain risks that affect our business.	Approximately 43% of our revenues are denominated in currencies other than the U.S. dollar, and fluctuations in the U.S. dollar versus other currencies where we operate, may materially impact our revenues, results of operations, profitability and cash flows. Although inflationary pressures have eased somewhat, higher costs from recent periods continue to affect our operations, and monetary tightening by central banks has contributed to ongoing economic volatility and elevated interest-rate conditions.	We mitigate macroeconomic impacts through enhanced inventory management, alternative sourcing and backup production plans for key products, hedging to manage currency-exchange risk and targeted pricing actions where feasible.	Very high
Risk Trend No change			
Major Cyber Incident Cybersecurity breaches could adversely affect our business and reputation.	Our business processes rely on intricate and interconnected IT systems, and cyberattacks could disrupt operations, cause system outages and compromise sensitive information. As we expand our use of AI technologies, we also recognize that rapid adoption introduces additional cybersecurity risks.	We operate an ISO 27001-based information-protection framework and continually strengthen our defenses, modernize IT infrastructure and expand employee awareness. As part of this work, our IT Cybersecurity organization is deploying advanced AI-driven technologies that automate proactive and advanced security actions to strengthen protection and support business growth.	Very high
Risk Trend No change			

Top Three Risks in Focus in 2025	Context	Action	Rating
IT Disruptions and Vulnerabilities Significant disruptions of our information technology systems could adversely affect our business.	Teva has a diverse range of IT systems, platforms and applications. Failure of a critical system could lead to disruptions in day-to-day operations. Aging systems may contribute to cyber risk.	We are modernizing our IT infrastructure and systems, implementing strategic applications for efficiency, and aligning hardware and operating systems upgrades based on infrastructure health checks.	Very high
Risk Trend No change		We are also decommissioning systems for improved solutions and technological advancement.	

Note: For the highest risks, risk trends are based on the change in risk rating compared with the previous Healthy Future Report.

Emerging Risks in 2025	Context	Action	Rating
<p>Adverse Outcomes of AI technologies</p>	<p>We may face AI-related risks, including:</p> <ul style="list-style-type: none"> • Biases in drug discovery and clinical trials. • Privacy breaches. • The need for robust governance. • Vulnerability to adversarial attacks. • Stringent regulatory requirements. • Uncertainty regarding future AI regulations. <p>Also, while we are committed to leveraging AI technologies effectively, inherent challenges may impact our competitive positioning.</p>	<p>Teva is:</p> <ul style="list-style-type: none"> • Enhancing data handling practices to prevent privacy breaches. • Establishing robust governance frameworks for ethical AI use and compliance. • Strengthening cybersecurity measures to protect against data breaches and adversarial attacks. • Ensuring adherence to stringent regulatory requirements thereby avoiding legal penalties and delays in drug approval. <p>To effectively leverage AI technologies, our governance framework will prioritize high-value use cases, ensuring transparency and adaptability.</p>	
<p>Geoeconomic Fragmentation</p>	<p>Global geopolitical and trade tensions – including sanctions, tariffs, regional conflicts (including the recent conflict in the Middle East) and regulatory divergence – continue to reshape supply chains, market access and operating environments. Teva’s global footprint, diversified manufacturing network and extensive cross-border supply chain expose the company to potential disruptions in sourcing, production, logistics and currency volatility.</p>	<p>Teva continuously monitors geopolitical developments, assesses exposure in high-risk regions and implements resilience measures – such as alternative sourcing, inventory buffers, currency hedging, regulatory monitoring and business-continuity planning – while also conducting ongoing energy-risk-management activities, including multi-year strategic energy-price hedging to limit volatility and remain aligned with the annual operating plan.</p>	

Educating on Risks

Our approach to risk management education ensures our employees can contribute to proactively addressing risks throughout the business so Teva can continue to deliver on its purpose.

Every year, we hold risk topic-specific sessions for our Executive Management and Board, including a global risk overview, presenting relevant external information, such as World Economic Forum information and data.

Cybersecurity Crisis Management

Teva established a Corporate Cyber Crisis Management procedure and a Cyber Global Situation Room (GSR) in 2021 to ensure effective response to cyber incidents. This framework defines roles, responsibilities and operating protocols for managing cyber crises and is regularly reviewed and updated.

Over the past five years, Teva has conducted cyber tabletop exercises to strengthen preparedness by simulating potential cyber threats at different operational and organizational levels. In 2025, we expanded the number of exercises and focused on enhancing resilience by developing alternative communication capabilities to ensure continuity during potential cyber disruptions.

Business Continuity and Resilience

Teva's commitment to business continuity and resilience continued to advance in 2025. In 2023, we completed a global analysis of Business Continuity (BC) plans and, in 2024, we launched our Global BC Program (BCP). Building on these, we focused on implementing standardized practices across the organization.

Throughout 2024 and 2025, business units finalized continuity plans using global guidelines and templates. In 2025, we continued to enhance the number of plans and exercises conducted to validate readiness. These exercises strengthened our ability to respond to potential disruptions and maintain critical operations.

In 2025, we also expanded our BCP Awareness Week beyond India, to include Singapore, Indonesia and Croatia, reinforcing our global resilience culture. The event featured sessions on creating BC tools and improving plan effectiveness. We plan to extend this initiative to North America, Europe and Israel in 2026.

Healthy People Disclosures

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Health Equity and Access to Medicines

We take a holistic, strategic and proactive approach to Health Equity and Access to Medicines to increase global reach and impact, driving progress to meet our business ambitions. The table below provides a retrospective and/or forward-looking description of key actions being taken by Teva to advance this topic.

Key Actions	Description of the Key Actions	Scope	Timeframe to Complete the Action	Expected Outcomes	2025 Progress
Maintain strategic donation-based access programs	Maintaining strategic access programs to provide medicines to underserved populations through forecasting, upkeep and risk mitigation.	Downstream: Underserved populations/patients	2024–2029	1 million patients reached	537,746 patients reached
Maintain social business programs	Maintaining strategic social business programs (e.g. France and Spain).	Downstream: Underserved populations/patients	2024–2029	1 million patients reached	537,746 patients reached
Implement and expand excess inventory donations in Teva markets across the globe	Maintaining and expanding periodic inventory donations from Teva markets via trusted partners.	Downstream: Underserved populations/patients	Ongoing, multi-year action	N/A	Expanded to additional countries
Implement and expand health systems strengthening initiatives	Providing training, equipment and infrastructure in under-resourced areas.	Downstream: Underserved populations/patients	2024–2026	~86,000 beneficiaries reached	470,709 beneficiaries reached

Regulatory Submissions in Low- and Middle-Income Countries (LMICs¹) of Products on the World Health Organization (WHO) Essential Medicines List (EML), Across Six Therapeutic Areas (TAs) in Teva International Markets [SLB KPI 1.a]

	Cumulative 2017-2020	2022	2023	2024	2025	Cumulative 2022-2025	Cumulative Target by 2025
Submissions in cardiovascular diseases	9	7	12	8	0	27	
Submissions in pediatric oncology	9	9	6	7	4	26	
Submissions in respiratory diseases	7	4	2	3	0	9	
Submissions in diabetes	3	0	4	7	3	14	
Submissions in mental health	0	0	1	2	1	4	
Submissions in pain/palliative care	2	1	0	1	1	3	
Total number of regulatory submissions across six TAs in LMICs	30	21	25	28	9	83	75

Note: Our sustainability-linked bonds (SLBs) are tied to three targets, including this KPI. The observation date to determine whether we have achieved each of these targets is December 31, 2025. Further information on our efforts toward achieving each target is available in the [2025 Healthy Future Report](#), page 17. Key therapeutic areas for submissions include: cardiovascular diseases, pediatric oncology, respiratory diseases, diabetes, mental health and pain/palliative care. 2021 submissions are not considered for the target.

Access to Medicines Program Donations: Products on the WHO EML Across Six TAs in LMICs¹ (Total Annualized Volumes) between 2021 and 2025 [SLB KPI1.b]

	2021	2022	2023	2024	2025
Amount of Medicine Provided (thousands of tablets/doses)	308	362	880	3,600	6,662

Access to Medicines Program Donations: Products on the WHO EML Across Six TAs in LMICs¹ in 2025 [SLB KPI1.b]

Donation/Social Business Receivers	Type of Program	Therapeutic Areas	Number of Products	Amount of Medicine Provided (Tablets/Doses)	Value of Medicine Provided (Thousands \$)	Number of Patients Reached/Treated
Malawi, Uganda, Tanzania, Rwanda, Kenya	Donations	Pediatric Cancer	23	3,476,159	5,117	21,901
Ghana	Donations	Breast Cancer	11	385,458	3,299	1,038
Strategic Emergency Stockpile	Donations	Chronic Disease & Mental Health*	6	2,707,200	623	61,274
El Salvador	Donations	Chronic Disease	5	93,600	5	254
Total				6,662,417	9,044	84,467

Note: Our SLB is tied to three targets, including achieving 1.24 million doses provided in 2025. The target observation date is December 31, 2025. Determining whether Teva has achieved the target was dependent on Teva's product amount performance in 2025 alone, as this is not a cumulative target. Further information on our effort toward achieving each target is available in the [2025 Healthy Future Report](#), page 17. Key therapeutic areas include: cardiovascular diseases, adult and pediatric oncology, respiratory diseases, diabetes, mental health and pain/palliative care. The value of medicine provided is represented in wholesale acquisition cost (WAC). Strategic Emergency Stockpile Jurisdictions list: South Sudan, Jamaica, Haiti, Thailand, Cambodia, Bolivia, United States, Democratic Republic of the Congo, Philippines, Ukraine, Gaza, Vanuatu.

* Subject to product availability and requests from the partner NGO, but mostly in Chronic Disease and Mental Health.

¹ In Teva International Markets. Teva International Markets include Canada, Central and South America, Africa, Asia-Pacific and part of Eastern Europe. The European countries in this region are the ones that were part of the former Soviet Union. LMICs include those designated by the World Bank in 2020, at the time of our debut SLB issuance, and as referenced [here](#).

Total Access to Medicines Programs in 2025

Our access to medicine and health equity strategy is closely aligned with global health priorities. We focus on addressing the unmet needs of underserved populations, per the World Health Organization (WHO) and other prominent international organizations. Our partners conduct local needs assessments and we tailor our programs to meet specific national health challenges, ensuring relevance and effectiveness in our access approaches. Through this approach, Teva ensures that we conduct our programs according to best practices, advancing access to medicines and healthcare services for vulnerable populations worldwide.

Receiver	Type of Program	Therapeutic Area	Number of Products	Amount of Medicine Provided (Tablets/Doses)	Value of Medicine Provided (Thousands \$)**	Number of Patients Reached/Treated
Malawi, Uganda, Kenya, Tanzania, Rwanda*	Donations	Pediatric Cancer	27	3,505,835	5,304	22,564
Ghana*	Donations	Breast Cancer	11	385,458	3,299	1,038
El Salvador*	Donations	Chronic Disease	10	180,528	189	3,772
Strategic Emergency Stockpile*	Donations	Chronic Disease & Mental Health***	18	8,570,820	15,490	84,599
Israel	Donations	Mental Health, CVD, Infectious Disease, Pain & Diabetes	175	500,496	559	5,383
USA	Donations	Mental Health	47	6,238,320	4,148	24,464
France	Social Business	Chronic Disease	480	2,052,035	101	60,680
Spain	Social Business	Chronic Disease	388	57,331	40	1,496
Total				21,490,823	29,131	203,996

* Part of the program volume meets the eligibility requirements to be counted toward Teva's sustainability-linked bond key performance indicator to increase access to medicines program product volume by 150% in 2025 (vs. 2020) through four access to medicines programs in LMICs on the WHO EML Across Six TAs in Teva International Market Region.

** The value of medicine provided is represented in wholesale acquisition cost (WAC) or the local market equivalent.

*** Subject to product availability and requests from the partner NGO, but mostly in Chronic Disease and Mental Health.

Access Playbook

Teva's Access Playbook sets out how we initiate, develop and implement our Access Programs. These processes have been created in partnership with all relevant business units to guarantee that access programming receives the same priority as commercial operations.

Patient Reach Calculations

We use a "Patient Reach Calculator" to measure the reach of Teva's donation and social business programs, based on an estimation of medication use as per the volumes of products shipped. The tool estimates patient reach per program, based on the estimated daily dose and typical treatment duration per product. This approach provides a reliable indicator of program impact, though it may not equate to unique individual counts.

Patient reach per pack is calculated by dividing the pack strength by the product of the average dose and the treatment duration. Total patient reach is calculated by multiplying the number of packs by the patient reach per pack.

Health System Strengthening and Capacity Building Activities in 2025

Program	Number of Beneficiaries Reached Through Health Systems Strengthening and Capacity-Building Initiatives
Global HOPE (Malawi, Uganda, Kenya, Tanzania and Rwanda)	1,472
Support the Soul (Israel)	156,800
Breast Care International (Ghana)	33,059
Community Routes: Access to Mental Health Care (US)	57,386
Mental Health Program (India)	146,636
Palliative Care Program (India)	3,661
Total	399,014

Note: Reported figures may be affected by estimations; therefore, some amounts are approximate.

Disaster Relief in 2025

We work together with various partners, including Direct Relief with whom Teva has partnered since 2006, to strategically provide medicines so, when emergency situations arise, they can be transported to patients who need them. These efforts are in addition to the Strategic Emergency Stockpile, managed in partnership with Direct Relief.

Country	Case	Number of Units Donated	Value of Medicine Provided (Thousands \$)*
USA	We supported the disaster relief efforts for Hurricane Melissa in the USA.	8,849,608	4,675
	We supported the disaster relief efforts for the wildfires in California, USA.	435,888	427
Ukraine	We have been supporting humanitarian relief effort in the context of the war in Ukraine since it broke out in early 2022.	884,966	868
Israel	We supported the Druze community in the humanitarian crisis in Suwayda, Syria.	506,788	833
Germany	We supported the SSA countries impacted by the Mpox crisis.	19,984	19

* The value of medicine provided is represented in wholesale acquisition cost (WAC) or the local market equivalent.

Product Accessibility

Our markets worldwide rely on a steady, uninterrupted supply of our products, which we achieve by working closely with our partners to ensure supply chain integrity and reduce the risks of shortages and expired products. Working with wholesalers, we provide millions of doses annually to address shortages in Europe and Teva's International Markets regions. We also apply distribution models of product allocation to maximize our sales and donations and reach those who need them. Our methods to increase product accessibility through planning and distribution include:

- **Improving Product Availability:** Different strategies help us ensure continuous supply of our products, while upholding the highest quality standards, including combating substandard and falsified medicines. We aim to fully harness our global manufacturing capabilities to meet the supply needs of different countries and regions. For example, our sites in the Latin American and Asia-Pacific regions serve different LMICs markets.
- **Demand Planning and Data Sharing:** We have improved our Global Sales and Operations Planning (S&OP) process and combined our forecasting, demand and supply across all countries and production

sites. This process covers in-line products, launches and life-cycle management activities planned for the next 24 months. We dynamically adjust demand each month and share this with our manufacturing sites to support operational planning and supply continuity. We also collaborate with government agencies and authorities, disclosing information regarding stocks to fulfill local needs.

- **Delivery Performance:** We have an established Sales and Operations Execution (S&OE) process to track weekly demand and supply dynamics and track execution. In addition, we use a global logistics system to track the delivery of our finished goods. In 2025, this system was extended to cover APIs and raw materials. We measure On Time in Full (OTIF) performance data for every delivery and aggregate performance results, based on a monthly KPI, which is assessed globally. We have established last-mile tracking systems for product distribution in countries where delivery occurs.
- **Stockout and Shortage Mitigation:** We have multiple strategies to mitigate the risk of shortages and out-of-stock, aligned with our global portfolio's global segmentation. We maintain buffer stocks of APIs, critical components and finished goods, and have a finished goods stock policy. We also use the software we developed to optimize global stocks, and leverage our global network to meet supply needs in different locations. We manage our dual-sourcing policy according to risk profile and portfolio importance. Our use of global and local suppliers ensures we meet demand and maintain API availability. Moreover, our Critical Action Committee addresses emergencies around drug or API shortages. Our global platform helps us to meet product demand during emergencies, allowing us to move available stock to other locations. We are fulfilling our obligations to report and follow up on shortages – including competitor shortages – to national authorities, to prevent or help resolve national shortages in time.

In 2025, we supplied approximately 36.5 million units via tender to United Nations Organizations and aid agencies for global use.

To address local national shortages, we supplied an additional 3 million units of essential/critical medicine in Europe in 2025, a 35% increase of volume vs. 2024. By allocating stock from Europe and USA to countries with unmet needs, we helped resolve 486 national shortages in 23 countries in Europe and Africa. We, along with our partners, also helped resolve national shortages by providing enough supplies to patients who needed them and in territories where the product was in low supply or not registered by any pharmaceutical company. The broad range of therapeutic areas we covered included: Antibiotics, Oncology, Antivirals, Antimycotics, Cardiovascular, CNS, Pain/Analgesics, Respiratory and Transplant.

Pricing

HC-BP-240b.2 Percentage Change in: (1) Average List Price and (2) Average Net Price Across USA Product Innovative Portfolio Compared to Previous Year

	2023	2024	2025
Change (%) in average list price across US innovative product portfolio compared to previous year	3.53	3.35	2.70
Change (%) in average net price across US innovative product portfolio compared to previous year	-0.16	-1.90	5.12

Note: Changes are calculated based on weighted average.

We regularly review prices in the context of market conditions, availability and production costs. Our local subsidiaries set and reassess prices of medicines based on regional dynamics, including health authority, manufacturing costs, reimbursement and other applicable rules and regulations.

Teva USA runs two cross-functional committees – the US Commercial Brand Pricing Committee, formed in 2014, and the US Generic Drug Pricing Committee, established in 2016. These committees discuss and deliberate Teva’s pricing decisions, often going beyond legal or compliance requirements, and ensure that potential price increases consider all relevant factors. The committees include representatives from Commercial, Value and Access, Finance, Legal, and Customer Operations. To learn more, see [Teva’s Position on Pricing](#).

Donations

We are committed to improving the health and well-being of people in communities across the globe. We believe that investing in communities is not merely a choice, but our responsibility. Guided by our core value of Caring, our community contributions are part of Teva’s Healthy Future sustainability strategy and reflect our commitment to increasing access to healthcare, strengthening health systems and supporting communities in creating a healthier future.

Donations are part of how we support initiatives that are aligned with our Sustainability objectives and make a meaningful societal impact. We partner with non-profit organizations, institutions, patient advocacy groups and NGOs that meet our eligibility criteria and share our values.

We are proud to support initiatives that enhance patient care within our therapeutic areas, such as non-communicable diseases, central nervous system, migraine, respiratory conditions or oncology. We also contribute to activities that improve access to healthcare services, strengthen healthcare delivery or support disease management.

In 2025, we updated our internal Global Donation Policy that applies to all Teva employees, including directors, executives, subsidiary and affiliated companies involved in making donations. It defines the principles, governance and processes that guide how Teva provides donations globally to ensure they make an impact. To support effective implementation of our internal Global Donations Policy, all employees involved in the donations process are required to complete mandatory training.

GRI 203-1: Infrastructure Investments and Services Supported

Million \$	2023	2024	2025
Cash contributions*	2.5	3.9	4.8
Drug donations (Wholesale Acquisition Costs)**	829	894	637

* Cash contribution increase is mainly related to donations in Israel, including the Support the Soul capacity-building program (see more [here](#), page 33). 2024 data was restated due to a systems change.

** Inclusive of donations made through the Teva Cares Foundation.

Patient Safety and Quality

Patient Safety

We embed patient safeguards across the entire product life cycle to protect patient health. Our global pharmacovigilance (GPV) system ensures our medicines meet our high safety standards. The table below provides a retrospective and/or forward-looking description of key actions being taken by Teva to advance this topic.

Key Actions	Description of the Key Actions	Scope	Timeframe to Complete the Action	Expected Outcomes	2025 Progress
Implement a new tool for detection and management of safety signals	Implement a signal detection tool to detect early warning signs of possible new safety issues with medicines, by analyzing adverse-events data collected by Teva.	Downstream: all Teva medicinal products worldwide	2026	Increase precision of signal detection, thereby helping experts make informed decisions faster to protect patient safety. No delays in signal evaluations and no critical findings in regulatory inspections.	N/A
Increase the usage of AI tools in PV	Automate literature case processing.	Our operations: global	2026	Improved operational efficiency, compliance and quality. At least 10% time saved per case.	N/A

Adverse Event Reports by Country

Number of Adverse Event Reports	2023	2024	2025
Top five countries (in given year) from which adverse event reports originated			
USA	32,679	35,648	36,674
Canada	18,441	28,000	23,456
United Kingdom	19,654	22,919	22,840
France	11,751	14,839	13,932
Italy	NA	10,045	9,058
Germany	8,934	NA	NA
Other countries	47,447	48,948	44,698
Total number of adverse event reports (including top five countries and others)	138,906	160,399	150,658

Patient Safety Management System

Our robust Pharmacovigilance (PV) management system ensures we can meet our objectives and comply with legal requirements on patient safety. The system covers procedures, audits, deviation management, monitoring activities (metrics/governance) and training, and includes the following components:

- Patient Safety Policy:** It applies to all employees and outlines PV responsibilities at Teva. Defined PV system performance indicators are regularly reviewed by our senior experts and governance boards, enabling system oversight, early identification of trends and actions for further improvement.
- Reducing Patient Risks:** Our Global Patient Safety Network identifies and mitigates any possible new safety signals, using advanced IT systems and reviews by expert physicians and pharmacists. If they identify a new safety signal, we address it promptly to minimize patient risks and send case reports to global health authorities for independent review and assessment, as required by law. We also review the potential impact of new product technologies as part of implemented product development and in-licensing assessments, and/or post-launch market surveillance activities.

- PV System Monitoring and Audit:** We test critical infrastructure and personnel for the PV system regularly to confirm availability, including short response times during emergencies. This monitoring includes the cloud-based PV global safety database, offering high availability, reliability and security. We also regularly monitor PV processes for their compliance and performance through metrics and monitoring reports. Our annual Global Good Vigilance Practice (GVP) audit program comprises internal and third-party (including vendor) audits by qualified Teva auditors or external consultants and uses a defined risk-based approach. The audits include a review and assessment of the PV system for compliance with internal processes and external regulations.
- PV System Continued Improvement:** Those who execute the processes and the implemented systematic metrics, audits and governance bodies identify deviations from PV processes. All deviations are documented, managed and tracked, including the root cause of any deviation.

Counterfeit Medicines

SASB HC-BP-260a.3: Number of Actions That Led to Raids, Seizure, Arrests and/or Filing of Criminal Charges Related to Counterfeit Products

Number of Actions Related to Counterfeit Products According to Teva's Role	2023	2024	2025
Provision of information or evidence that led to raids or arrests of counterfeiters or the seizure of counterfeit products	20	5	32
The filing of criminal charges against counterfeiters	3	2	3
Other (e.g. provision of information in response to official law enforcement or other authorities' inquiries)	10	34	15
Total	33	41	50

Note: Relevant authorities and agencies in 2025 included China Customs, FDA in the United States, MHRA in the UK, and local law enforcement in the United Arab Emirates, Turkey and China.

In 2025, we worked with local authorities to identify illicit product activity in Turkey, the United Arab Emirates and China to disrupt the sale, distribution and production of counterfeit medicines. Following our test purchases, market sweeps and field investigations, authorities seized counterfeit products and materials, while arresting and filing criminal charges against individuals.

As well as daily collaboration with health regulators, we also interacted and supported other authorities and law enforcement agencies more than 15 times in 2025.

SASB HC-BP-260a.2: Discussion of Process for Alerting Customers and Business Partners of Potential or Known Risks Associated with Counterfeit Products

We endeavor to combat counterfeit medicines using a multi-pronged approach that includes securing the supply chain, detecting and rapidly responding to counterfeit activity, and informing the public and interested groups about the risks of counterfeit medicines.

Our Global Anti-Counterfeiting Oversight Committee meets quarterly to review anti-counterfeit controls, counterfeit-related risks and mitigation plans as part of our Anti-Counterfeiting Policy. The Global Quality Operations team helps the Committee prepare for and manage counterfeiting threats.

Meanwhile, our Counterfeit Event Response team coordinates and documents all activities regarding confirmed counterfeit medicine incidents. The team includes colleagues from Global Security, Quality Assurance (QA), Legal, Supply Chain, Operations, Communications, and Marketing.

The QA unit quarantines any suspect or illegitimate product within Teva's possession or control, until we can clear or remove it from the supply chain. They notify the appropriate health or regulatory authority for the relevant directive or regulation and all immediate trading partners. We take every step we can to help our trading partners remove any illegitimate products that are not in our possession or control.

We use multiple methods and technologies to trace our products throughout the supply chain and prevent counterfeiting. We validate products in Brazil, China, the EU, Russia, Turkey and the USA against the National Medicines Verification System, using a unique product-tracing identifier throughout the supply chain.

- **USA:** our trading partners validate these unique identifiers against our database. We have aggregated a USA pharmaceutical supply chain, integrating functionality and track-and-trace systems into packaging lines to enable us to meet Enhanced Drug Distribution Security (EDDS) requirements under the Drug Supply Chain Security Act (DSCSA).
- **EU:** we supply data to the European Medicines Verification Organization, which forwards it to the National Medicines Verification database. This approach ensures validation of the unique identifier against the database when medicine is dispensed.
- **Russia:** when importing a product, we aggregate it and create a parent/child relationship of unique identifiers to trace it through the supply chain. We report each product movement to the Russian Government database. When the product is dispensed, its unique identifier is validated against the cryptographic data and the Government's database.

Quality Medicines

Millions of patients rely on our products every day, so we are committed to providing them with safe, effective, high-quality medicines. The table below provides a retrospective and/or forward-looking description of key actions being taken by Teva to advance this topic.

Key Actions	Description of the Key Actions	Scope	Timeframe to Complete the Action	Expected Outcomes	2025 Progress
Operationalizing risk-based governance practices	Focus on embedding risk-based decision-making into Quality Governance and management review processes to support consistent prioritization and escalation of quality and compliance risks.	Own operations	Ongoing, multi-year action	Improved consistency of risk-based governance decisions.	Risk-based governance practices further embedded into governance and management review processes.
Strengthening the effectiveness of independent oversight	Improve effectiveness of independent quality oversight across internal operations and the upstream value chain through clearer role definition and execution consistency.	Own operations and upstream	Ongoing, multi-year action	Enhanced independence and effectiveness of quality oversight.	Independent oversight of internal and vendor quality activities further strengthened.
Integrating data-driven governance throughout internal operations and the external supply network	Expand use of governance-level KPIs and analytics to strengthen trend analysis, early risk identification and leadership insight across internal operations and external partners.	Own operations and upstream	Ongoing, multi-year action	Improved predictive capability through governance analytics.	Governance-level KPIs and analytics expanded to support deeper trend analysis and earlier risk identification.

SASB HC-BP-250a.3: Number of Recalls Issued; Total Units Recalled

	2023	2024	2025
USA-FDA recalls			
Number of Class I recalls	0	0	0
Number of Class II recalls	3	6	4
Number of Class III recalls	3	2	2
Total USA recalls	6	8	6
Number of recalls in non-USA markets	37	45	52
Total recalls (USA and non-USA)	43	53	58
Total batches subject to a recall	265	440	418

Note: Teva has not been requested or mandated to take recall action in the US; all USA recalls were initiated voluntarily. 90% of non-US recalls were initiated voluntarily and Health Authorities mandated 10% due to market authorization withdrawal. No notable recalls, such as those that affected a significant number of units of one product or those related to serious injury or fatality, occurred in 2025.

SASB HC-BP-250a.5: Number of US FDA Enforcement Actions Taken in Response to Violations of Current Good Manufacturing Practices (cGMP), by Type

	2023	2024	2025
Number of regulatory agency inspections	75	89	82
Number of Form 483 observations (or equivalent)*	232	458	315
Number of FDA warning letters	0	0	0
Number of seizures	0	0	0
Number of consent decrees	0	0	0

* The number of inspection observations for previous years has been restated based on the current status of the received inspection reports. 2025 figures reflect the total number of observations as of 7 April 2026.

Quality Management

Teva is a leading innovative biopharmaceutical company, enabled by a world-class generics business. As such, we are responsible for developing, producing and distributing high-quality, effective, reliable and safe medicines that reach millions of people daily. This priority for Teva includes all our manufacturing sites and our network of contract manufacturing organizations that support the development, manufacturing, packaging and testing of our products.

A continual improvement mindset drives Teva's quality compliance approach. All our internal stakeholders, from our directors, executives and employees, to subsidiary and affiliated companies, are committed to ethical business practices that promote safety and quality medicines.

For more, see our [Position on Quality Medicines](#).

Teva's Global Quality Audit (GQA) group performed 30 internal audits at our manufacturing operations in 2025, covering approximately 65% of Teva's manufacturing facilities. We perform triennial audits of 100% of our facilities. The GQA group audited 710 suppliers in 2025. Additionally, GQA procures audits performed by third-party service providers (Qualifyze and Rephine) through our suppliers' upcoming GxP audits or library audit reports. If an audit report for one of our Tier 1 suppliers is available in the Qualifyze or Rephine library, we evaluate whether to procure the audit report or perform the vendor audit with Teva resources. We procured less than 7% of Teva vendor audits through Qualifyze and Rephine in 2025.

Ethics and Transparency in Clinical Trials

Information on the transparency of our clinical trials is in our [Teva's Position on Clinical Trial Ethics & Transparency](#).

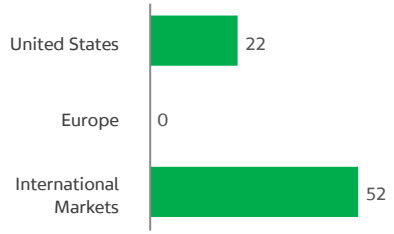
All clinical trials conducted in 2025 by Teva or a Contract Research Organization (CRO) followed the principles of Good Clinical Practice (GCP) and ethical standards. None of the studies were terminated for failure to follow GCP.

In 2025, Teva did not conduct in-house clinical trials for biosimilars. However, it should be noted that Teva's Pivot to Growth strategy includes leveraging key partnerships to advance our pipeline. As such, not all clinical trials relevant to Teva's pipeline are conducted in-house.

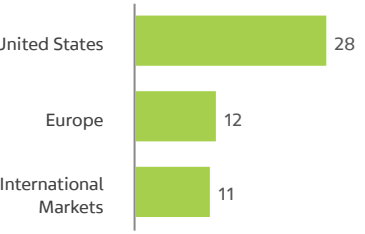
Sharing Clinical Outcomes with Patient Organizations

We are building long-term, trusted partnerships with patient organizations and communities, to share clinical outcomes and research findings openly and responsibly. For example, Teva is an active contributor in Patient Engagement for Medicines Development (PFMD) initiatives and an active partner of the Patient Advocacy Leaders and Drug Development Industry Network (PALADIN).

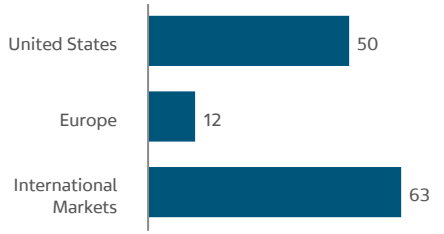
Number of Generics Clinical Trials (Total: 74)



Number of Innovative Clinical Trials (Total: 28)



Total Clinical Trial Studies (Total: 102)



Inclusion and Diversity

We continue to evolve our I&D approach and are developing roadmaps and frameworks. Our new I&D people strategy aims to seamlessly embed I&D into all relevant people touchpoints. The table below provides a retrospective and/or forward-looking description of key actions being taken by Teva to advance this topic.

Key Actions	Description of the Key Actions	Scope	Timeframe to Complete the Action	Expected Outcomes	2025 Progress
Engaging on our future integration of I&D approach	Develop a roadmap that fosters our evolving approach on I&D.	Own operations: global, all employees, main focus leaders.	2026	Teva employees are aware of future approach; improvement of our metrics.	N/A
Embedding our I&D priorities into our people touchpoints	Together with Center of Excellence leads/subject matter experts, integrate our I&D areas into our products, programs and processes.	Own operations: core discipline representatives.	2026	Proof of I&D ambitions in our people touchpoints via commitment and validation.	N/A

GRI 2-7: Employees

GRI 2-8: Workers Who Are Not Employees

Global Workforce	2023	2024	2025
Permanent employee full-time equivalent (FTE)	35,929	35,094	32,313
Contingent workers FTE	1,297	1,073	1,033
Total workforce FTE	37,226	36,167	33,346
Permanent employee (headcount)	36,472	35,686	32,842
Contingent workers (headcount)	1,379	1,144	1,108
Total workforce (headcount)	37,851	36,830	33,950

Note: The table considers all active employees, which excludes those on personal leave (e.g. maternity leave or sick leave). Teva engages three categories of contingent workers: (1) Temporary workers hired via external agencies and supervised by Teva; (2) Professional Consultants who provide specialized project-based services controlled through Service Agreements/Statements of Work; and (3) Operational Outsourced workers who perform long-term non-core activities managed through contractual arrangements. Precise data on the number of contingent category workers is not available since definitions of 'temporary' vary from region to region and according to local legislation. Hiring contingent category workers is not a common practice at Teva and, therefore, the number is considered not relevant compared with the total number of permanent employees disclosed. Using non-guaranteed-hour employees is also not a common practice for Teva. The data presented refer to the end of the reporting period.

Employees by Region (Headcount: Teva's Permanent Employees)	2023	2024	2025	
Israel	Full-time	3,356	3,295	3,049
	Part-time	29	25	22
	Total	3,385	3,320	3,071
Europe	Full-time	17,196	16,813	15,771
	Part-time	1,406	1,742	1,619
	Total	18,602	18,555	17,390
United States	Full-time	6,304	5,089	4,596
	Part-time	26	15	17
	Total	6,330	5,104	4,613
International Markets	Full-time	8,145	8,695	7,757
	Part-time	10	12	11
	Total	8,155	8,707	7,768

Note: Teva International Markets include Central and South America, Canada, Africa, Asia-Pacific and part of Eastern Europe. The European countries in this region are those that were part of the former Soviet Union.

Employees by Type (Headcount: Teva's Permanent Employees)	2023			2024			2025		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Full-time	16,076	18,925	35,001	15,569	18,323	33,892	14,456	16,717	31,173
Part-time	1,147	324	1,471	1,325	469	1,794	1,221	448	1,669
Total	17,223	19,249	36,472	16,894	18,792	35,686	15,677	17,165	32,842

Employees by Country and Gender for Countries with 50 or More Employees (Headcount: Teva's Permanent Employees)

Country	Women	Men	Total
Argentina	114 (36%)	200 (64%)	314
Australia	79 (61%)	50 (39%)	129
Austria	65 (65%)	35 (35%)	100
Brazil	48 (48%)	53 (52%)	101
Bulgaria	994 (60%)	652 (40%)	1,646
Canada	324 (43%)	430 (57%)	754
Chile	299 (44%)	384 (56%)	683
China	33 (65%)	18 (35%)	51
Croatia	1,549 (58%)	1,132 (42%)	2,681
Czech Republic	853 (52%)	773 (48%)	1,626
Finland	48 (74%)	17 (26%)	65
France	178 (69%)	79 (31%)	257
Germany	1,509 (55%)	1,216 (45%)	2,725
Greece	34 (58%)	25 (42%)	59
Hungary	681 (39%)	1,047 (61%)	1,728
Iceland	54 (70%)	23 (30%)	77
India	750 (21%)	2,831 (79%)	3,581
Indonesia	96 (39%)	149 (61%)	245
Ireland	289 (41%)	409 (59%)	698
Israel	1,461 (48%)	1,610 (52%)	3,071
Italy	235 (33%)	469 (67%)	704

Country	Women	Men	Total
Kazakhstan	80 (77%)	24 (23%)	104
Lithuania	132 (64%)	75 (36%)	207
Malta	185 (37%)	321 (63%)	506
Mexico	254 (41%)	360 (59%)	614
Poland	460 (58%)	329 (42%)	789
Portugal	55 (64%)	31 (36%)	86
Republic of Korea	20 (40%)	30 (60%)	50
Romania	203 (65%)	107 (35%)	310
Russia	470 (78%)	129 (22%)	599
Serbia	45 (66%)	23 (34%)	68
Slovakia	36 (62%)	22 (38%)	58
Spain	371 (43%)	500 (57%)	871
Sweden	35 (69%)	16 (31%)	51
Switzerland	147 (66%)	77 (34%)	224
The Netherlands	305 (45%)	376 (55%)	681
Turkey	31 (38%)	50 (62%)	81
Ukraine	259 (79%)	70 (21%)	329
United Kingdom	423 (42%)	574 (58%)	997
United States	2,258 (49%)	2,355 (51%)	4,613
Other	215 (70%)	94 (30%)	309
Total	15,677 (48%)	17,165 (52%)	32,842

Note: The table considers all active employees, which excludes those on personal leave (e.g. maternity leave or sick leave).

GRI 405-1: Diversity of Governance Bodies and Employees

Employees by Gender (%)	2023		2024		2025	
	Women	Men	Women	Men	Women	Men
Executives/senior managers	65 (29%)	156 (71%)	81 (34%)	160 (66%)	80 (35%)	146 (65%)
Middle managers	915 (43%)	1,190 (57%)	978 (44%)	1,230 (56%)	966 (45%)	1,174 (55%)
Junior managers	3,764 (51%)	3,600 (49%)	3,821 (51%)	3,643 (49%)	3,741 (52%)	3,432 (48%)
Total management positions	4,744 (49%)	4,946 (51%)	4,880 (49%)	5,033 (51%)	4,787 (50%)	4,752 (50%)
Professionals	8,499 (52%)	7,947 (48%)	8,276 (52%)	7,768 (48%)	7,714 (52%)	7,013 (48%)
Entry-level positions	3,980 (39%)	6,356 (61%)	3,738 (38%)	5,991 (62%)	3,176 (37%)	5,400 (63%)
Total non-management positions	12,479 (47%)	14,303 (53%)	12,014 (47%)	13,759 (53%)	10,890 (47%)	12,413 (53%)
Total employees	17,223 (47%)	19,249 (53%)	16,894 (47%)	18,792 (53%)	15,677 (48%)	17,165 (52%)

Note: The table considers all active employees, which excludes those on personal leave (e.g. maternity leave or sick leave).

% of Women in Specific Areas	2023	2024	2025
Information technology (IT)	26%	26%	26%
Revenue-producing roles (sales)	53%	53%	56%
STEM-related positions (e.g. R&D, engineering, IT)	33%	33%	33%
Management positions in revenue-generating functions that are held by women (sales)	40%	38%	41%
Employees promoted during the fiscal year that were women	48%	50%	50%

Employees by Age Group (%)	2023			2024			2025		
	<Age 30	Age 30-50	>Age 50	<Age 30	Age 30-50	>Age 50	<Age 30	Age 30-50	>Age 50
Executives/senior managers	0%	38%	62%	0%	37%	63%	0%	34%	66%
Middle managers	0%	54%	46%	0%	53%	47%	0%	53%	47%
Junior managers	2%	68%	30%	2%	67%	31%	2%	66%	32%
Total management positions	2%	64%	34%	1%	63%	36%	2%	62%	36%
Professionals	14%	61%	25%	14%	60%	26%	12%	60%	28%
Entry-level positions	20%	48%	32%	20%	48%	32%	19%	48%	33%
Total non-management positions	17%	56%	27%	16%	55%	29%	15%	56%	29%
Total employees	13%	58%	29%	12%	58%	30%	11%	58%	31%

Equal Pay and Gender Pay Parity

Women Pay Gap	2023	2024	2025
Considering level, function/profession and location	0.0%	-0.2%	-0.7%
Without considering level, function/profession and location	2.3%	-1.1%	-2.5%
Mean individual performance factor gap (considering same level, function/profession and location)*	0.2%	-0.3%	-1.2%

Note: The table considers all active employees, which excludes those on personal leave (e.g. maternity leave or sick leave).

* This shows the ratio comparing females to males of the actual bonus payouts as a percentage of the target bonus.

Pay Gap by Percentile

	2023	2024	2025
% of the company's top 10% compensated employees that are women	44%	44%	36%
% of the company's women in the top pay quartile globally	49%	50%	43%
% of the company's women in the upper middle pay quartile globally	50%	49%	51%
% of the company's women in the lower middle pay quartile globally	50%	49%	51%
% of the company's women in the lower pay quartile globally	43%	41%	52%

GRI 405-2: Ratio of Basic Salary and Remuneration of Women to Men

Salary Pay Ratio per Category	2023	2024	2025
Executives/senior managers	86%	91%	90%
Middle managers	91%	92%	93%
Junior managers	96%	97%	99%
Total management positions	86%	89%	89%
Professionals	101%	105%	107%
Entry-level positions	104%	106%	109%

Note: The table considers all active employees, which excludes those on personal leave (e.g. maternity leave or sick leave) and employees with gender marked as "Unknown". Gender pay differences can be attributed to a higher representation of males in the upper grade levels within the relevant category. Ratio is presented with reference to base salary only, to ensure accuracy and a fair comparison across all Teva employees. This approach allows Teva to capture comprehensive and representative information for our entire workforce without various remuneration elements that might differ from one type of employee to another.

Remediation for Cases of Discrimination and Measures to Prevent Discrimination

We have a zero-tolerance policy toward harassment, including sexual harassment, discrimination and retaliation, with policies and procedures to prevent harassment and discrimination, and remediation measures. Our policies provide prompt and effective investigation of harassment, discrimination and retaliation reports.

Anti-Harassment

All Teva employees must complete an anti-harassment course every two years, and new employees must complete a course that covers harassment.

Training on anti-harassment (including sexual harassment), is part of Teva's biennial Code of Conduct training (last performed in 2024 and planned next for 2026). In 2025, new employees received training on the Code as part of their Onboarding Foundational Training.

Employee Health, Safety and Well-being

We are committed to protecting and enhancing employee psychological and physical health and safety, and overall well-being, recognizing that this supports sustainable business growth. The table below provides a retrospective and/or forward-looking description of key actions being taken by Teva to advance this topic.

Key Actions	Description of the Key Actions	Scope	Timeframe to Complete the Action	Expected Outcomes	2025 Progress
Risk reduction	Focused standardization and evolution of site risk registers. Continually reducing material EHS&S Risks. Introduced sub-programs focused on specific risk categories.	Own operations	Ongoing, multi-year action	Reduced injury and ill-health; improved organizational resilience to upset from Occupational/Process Safety events; improved operational efficiency.	24% reduction in the number of material EHS&S risks.
Fleet safety improvement	Improved engagement with Commercial Leaders and teams. Completion of fleet safety benchmarking. Agreed pilot of an app-based system for monitoring driving behavior (telematics).	Own operations: commercial fleet	Ongoing, multi-year action: pilot phase in 2026	Increase in safe driving; driver behavior change; reduced collisions; reduced costs (direct and indirect costs).	Benchmarking completed; pilot agreed.
Implement Serious Injury and Fatality potential (SIFp) program, including Field Verification of Critical Control (FVCC)	Undertaken site activity to identify and report SIFp events avoiding material events. Increased and standardized in-field verification of safe work.	Own operations	Multi-year action	Increase in verified safe work; stopping 'at risk' work, correction and re-start; reduced negative events/impacts; improved hazard appreciation throughout the organization.	SIFp deployment completed; FVCC in progress.
Establish intentional leadership as a component of Teva Lean Management System (TLMS) safety pillar	Developing a behavior roadmap for each layer of the organization that is linked to KPIs. Monitoring and establishing behaviors through coaching.	Own operations	Multi-year action	Establishing the critical activities that underpin a culture of safe work; unsafe conditions detected early and remediated; safety established as a value, recognized as a critical component of success.	Pilot completed in 2025.

Contributing to Employee Well-being

Employee well-being is vital to our success because it affects performance, morale, engagement and our ability to innovate and contribute at work. It is multifaceted, affected by physical, emotional, social and other factors.

We strive to reduce stress and promote a healthy work-life balance for our employees through global policies and local initiatives. We continued our hybrid working policy in 2025, so employees with office-based roles can work from home two days a week.

Our EHS&S performance in 2025 improved from the previous year, with a reduction in recordable injuries and illness from our employees and contingent workers: from 77 in 2024 to 70 in 2025 (down 9%).

GRI 403-9: Work-Related Injuries & GRI 403-10: Work-Related Ill Health

Injuries and Illnesses: Teva Employees and Contingent Workers	2023	2024	2025
Number of recordable injuries and illnesses	87	77	70
Recordable injury and illness rate	1.29	1.14	1.08
Number of fatalities because of work-related injury or illness	0	0	0
Lost-time incident frequency rate (LTIFR)	0.65	0.59	0.72
Number of injuries and ill health resulting in lost days	44	40	47

Note: The increase in 2025 LTIFR and number of injuries and ill health resulting in lost days reflects the higher severity of a limited number of employee incidents, rather than an increase in incident frequency.

Health and Safety: Teva Employees	2023	2024	2025
Number of recordable injuries	70	63	60
Recordable injury rate	1.08	0.96	0.95
Main type of work-related injury	Slip, trip, fall, interaction with machinery, motor vehicle Incident	Slip, trip, fall, interaction with machinery, motor vehicle Incident	Slip, trip, fall, interaction with machinery, motor vehicle incident
Number of high-consequence injuries	2	1	0
High-consequence injury rate	0.03	0.02	0.00
Number of lost days due to occupational injuries	750	1,403	1,026
Number of injuries resulting in lost days	38	34	44
Lost-time injury frequency rate	0.59	0.52	0.70
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury	0	0	0
Number of cases of recordable work-related ill health	12	12	9
Work-related ill health rate	0.19	0.18	0.14
Main types of work-related ill health	Musculoskeletal (over-exertion/ergonomic)	Musculoskeletal disorders (MSD & occupational stress (as a result of an incident); exposure to a harmful agent.	Musculoskeletal disorders (MSD)
Number of fatalities because of work-related ill health	0	0	0
Number of high-consequence illnesses	0	0	0
High-consequence illness rate	0.00	0.00	0.00
Number of lost days due to occupational illnesses	107	118	18
Number of ill-health cases resulting in lost days	4	6	2
Lost-time illness frequency rate	0.06	0.09	0.03
Number of hours worked	64,804,685	65,348,126	62,873,543
Percentage of employees covered	100%	100%	100%

Note: Rates are calculated per 1,000,000 hours worked. 2024 historical data has been restated due to late reporting of recordable events (three additional recordable events) and one additional lost-time event, which was reclassified due to a change in the severity assessment.

Health and Safety: Contingent Workers	2023	2024	2025
Number of recordable injuries	4	2	1
Recordable injury rate	1.45	0.87	0.45
Main type of work-related injury	Slip, trip, fall, cuts from contact with sharp objects	Contact by vehicle, struck by tool	Slip, trip, fall
Number of high-consequence injuries	0	0	0
High-consequence injury rate	0	0	0
Number of lost days due to occupational injuries	1	0	21
Number of injuries resulting in lost days	1	0	1
Lost-time injury frequency rate	0.36	0.00	0.45
Number of fatalities as a result of work-related injury	0	0	0
Rate of fatalities as a result of work-related injury	0.00	0.00	0.00
Number of cases of recordable work-related ill health	1	0	0
Work-related ill health rate	0.36	0.00	0.00
Main types of work-related ill health	Musculoskeletal (over-exertion/ergonomic)	NA	N/A
Number of fatalities because of work-related ill health	0	0	0
Number of high-consequence illnesses	0	0	0
High-consequence illness rate	0.00	0.00	0.00
Number of lost days due to occupational illnesses	20	0	0
Number of ill-health cases resulting in lost days	1	0	0
Lost-time illness frequency rate	0.36	0.00	0.00
Number of hours worked	2,763,516	2,292,576	2,220,432
Percentage of contingent workers covered	100%	100%	100%

Note: Rates are calculated per 1,000,000 hours worked. 2023 and 2024 percentage of contingent workers covered data was restated to correct the previously reported figures.

GRI 403-1: Occupational Health and Safety Management System; GRI 403-2: Hazard Identification, Risk Assessment and Incident Investigation

Our global Environment, Health and Safety Management System (EHSMS) deals with all aspects of occupational health and safety and applies to all our employees, contingent workers and contractors across our jurisdictions. Its implementation enables Teva sites to ensure compliance with regulatory expectations, as well as our internal standards and meet, if so required, certification for external standards, such as ISO 45001.

All the standards, specifications and operating procedures in our EHSMS outline the minimum mandatory requirements. Compliance with local regulation is always expected, in addition to compliance with Teva standards. We have implemented all standards across our sites.

To optimize our EHSMS for office coverage, we continued to install our new office safety standard at all our office locations worldwide in 2025.

Our EHSMS includes the following standards:

- Identification and Management of Requirements:** Requires a process to be developed to identify and manage all applicable legal, Teva and other requirements. The system includes checklists for sites to evaluate and record if they comply with our standards. All Teva's sites also have an electronic legal register tool to identify applicable legal obligations, which also provides regular updates about regulatory changes so sites maintain legal compliance at all times.
- Risk Identification and Management:** Outlines the overarching procedures for risk assessment (detailed and site-level risk register). All locations (with the exception of commercial offices) complete a site risk register summarizing the site risk profile under 42 Risk Categories. Other standards that cover EHS&S risk identification and management include responsible and inherently safer process and product design, EHS&S Integration into Technology Transfer, Change Control and EHS&S by Design.
- Development and Management of EHS&S Plans:** Explains the expectations in relation to development of site goals and objectives. Annual EHS&S plans are generated from a combination of recommendations, resulting from site and above-site annual management reviews. Sites must generate an annual plan detailing goals, objectives and timelines for completion.

- Performance Measurement, Monitoring and Reporting:** Specifies KPIs, calculation methods and frequency of reporting. We track a balanced scorecard, emphasizing leading KPIs to measure proactive EHS&S activity, such as leadership engagement (a composite KPI focusing on leadership involvement in EHS&S Governance, tracking completion of annual management review, monthly EHS&S Councils and performance against the site inspection plan), reductions in significant risk and on-time completion of corrective and preventative actions. We also track lagging KPIs, including negative events that have occurred (e.g. total recordable injury rate). This standard details expectations for internal reporting, and all our locations report externally to meet local legal obligations.
- Management of Audits and Workplace Inspections:** Sets clear expectations for preparation, execution, management and reporting of Global EHS&S Audits and regular site self-inspections. All operational and service areas must be inspected monthly, and lower-risk office/administrative areas every three months. On average, we perform internal audits every three to four years at each operational site.
- Management of Non-Conformities, Incidents and Regulatory Inspections:** Defines expectations for managing actions regarding non-compliance and risk management identified during inspections, audits and investigations. All Corrective and Preventative Actions (CAPA's) must be tracked to closure within our electronic reporting system.
- Emergency Preparedness and Response:** Outlines obligations in planning for potential emergency situations. The standard requires regular drills and cooperation with local external emergency services.
- Community Impact and Engagement:** Covers open dialogue and proactive local community communications, including how to receive, investigate and respond to community concerns and complaints. It encompasses community EHS&S concerns, development and collaboration with local stakeholders, and any appropriate participation in local community forums.
- EHS&S Management System Industry-Specific Topics:** Describes how we manage employee exposure, bio-hazardous risk, radioactive materials, laboratory safety, ergonomics, process safety, fire and explosion prevention, personal protective equipment, occupational health and medical surveillance, and control of high-hazard work.

Over the past three years, 53% of Teva's employees have had their site EHSMS internally audited. 91% of our Teva Global Operation (TGO) sites (manufacturing and supply chain) have undergone internal audits within the past three years.

GRI 403-8: Workers Covered by an Occupational Health and Safety Management System

	2023	2024	2025
Number/percentage of workers covered by Teva's Occupational Health and Safety system	37,851 (100%)	36,830 (100%)	33,950 (100%)
Number/percentage of workers covered by Teva's Occupational Health and Safety system that have been internally audited*	25,184 (69%)	20,383 (55%)	17,885 (53%)
Number/percentage of workers covered by Teva's Occupational Health and Safety system that have been audited or certified by an external party	16,592 (45%)	15,488 (42%)	17,288 (51%)

Note: Workers include both Teva employees and contingent workers. For an accurate breakdown of the figure into employees and contingent workers, please refer to GRI 2-7 (page 43 of the Disclosures).

* Internal Global EHS Audit in the last three years (2023–2025). The system includes Environmental and Sustainability aspects.

Seven of our manufacturing facilities are certified to ISO 45001, including:

Site	Country	Date of Certification (dd/mm/yy)	End of Certification (dd/mm/yy)
Dupnitsa	Bulgaria	25/11/25	24/11/28
Opava (TAPI and Pharma)	Czech Republic	08/04/25	07/04/28
Gajraula	India	13/03/23	20/02/26
Waterford	Ireland	05/11/24	02/11/27
Krakow	Poland	15/03/25	14/03/28
Harlow	United Kingdom	17/05/23	16/05/26
Ridings Point	United Kingdom	17/05/23	16/05/26

Additional EHSMS Effectiveness Assessment Key Performance Indicators (KPIs)	2023	2024	2025	2025 Target
Percentage of leadership engagement in the EHS process review	90%	98%	97%	95%
Percentage of on-time corrective and preventative actions closure	96%	97%	97%	95%
Percentage of non-critical global EHS&S audit findings	91%	92%	97%	90%
Environmental event rate*	0.04	0.03	0.04	NA
Percentage of regulatory inspection with no further action required	94%	92%	92%	90%

* Number of environmental events calculated based on 200,000 employee hours worked.

GRI 403-2: Hazard Identification, Risk Assessment and Incident Investigation

As a company involved in the manufacturing of active pharmaceutical ingredients and pharmaceutical products for patient use, our industry is subject to a wide variety of hazards, some of which can result in high-consequence injuries if not managed correctly. Our EHSMS provides a comprehensive set of requirements and tools to enable site EHS professionals to identify, assess and manage all these hazards.

All our sites maintain a site risk register, which summarizes the output of more detailed risk assessments, providing a ranking of relative risk. In 2025, the top three safety and health risk categories were: fire and explosion, chemical exposure risks and uncontrolled chemical reactions. Most significant risks reported in site risk registers identify a gap between control expectations and physical installations and/or work practices. We have risk control plans in progress for all significant risks identified, with interim controls in place. Using iterative cycles of risk management through the risk register, we have continued to identify new and emerging significant risks. Through focus and resource allocation we have continued to reduce material risk, achieving year-on-year reductions. We target a minimum reduction of 10% material risk year-on-year, with the aim of running the business without material EHS&S risk.

During 2025, we benchmarked our fleet safety management systems and performance against industry best practice. Commercial leaders agreed to a pilot of an electronic tool designed to measure safe driving. The pilot will be completed during 2026.

The TAPI organization significantly updated the guidance and risk assessment template for Process Safety Assessments, specifically Hazard and Operability Studies. Comprehensive training accompanied the changes.

The hierarchy of control is embedded in our management system and includes elimination, substitution, engineering control, administrative control and personal protective equipment. Our detailed engineering requirements relate to expectations for facility control and primary engineering control when handling highly hazardous drugs and materials, and we are investing to incrementally improve exposure control standards. Several significant projects were started during 2025 to improve our capabilities, which include developing a new production area to process potent products at our facility in Goa, India and new packaging lines for potent pharmaceuticals at sites in Canada. We are also planning to invest in new equipment to provide increased levels of containment at our R&D facility in Israel and for processing potent pharmaceuticals at our development site in Zagreb, Croatia.

Risk assessment is a foundational element of our EHSMS, and meets legal and Teva requirements. For more information on our risk assessment and hazardous materials incident investigation processes, see [our Position on Occupational Health and Safety](#).

GRI 403-3: Occupational Health Services

Our occupational health and medical surveillance providers are familiar with the sites they support. They are consulted on significant changes and specific recommendations for controls, and informed of the results of workplace measurements (e.g. chemical exposure or noise monitoring). Recommendations from healthcare providers are implemented to further reduce site risk. We support employees who experience injuries or illness at work and are committed to learning from these events to avoid similar events in the future. For more information about Occupational Health Services, see [our Position on Occupational Health and Safety](#).

GRI 403-5: Worker Training on Occupational Health and Safety

Appropriate training is essential to preventing injuries and other workplace health and safety risks. Across the organization, we offer training to all employees. Our global learning management system (Studium) includes mandatory training modules on our EHSMS standards for all EHS&S professionals at Teva. Site EHS&S leaders assign their EHS&S team members and other site contacts to appropriate modules. We have added voluntary modules to Studium, so employees can self-assign topics of interest. Our sites also used the Studium platform to deliver site-specific EHS&S training to colleagues.

Each Teva site has a detailed training plan covering regulatory and job-specific EHS aspects. In 2025, 7,441 employees engaged with 65 programs provided by Global EHS&S, resulting in 130,902 training events. The majority of EHS&S training modules completed in 2025 were EHSMS Core Standards and Operational Control Standards. Additionally, we covered the EHS&S Policy training, which includes Basic Responsibilities Under the Teva EHS&S Policy.

One of the new training modules introduced in 2025 was the SIFp program training, which includes the SIFp Awareness Training and the SIFp Awareness Plus Training. This was a significant addition to our training curriculum and has been implemented globally. SIFp was also the core focus of October EHS&S Week.

Within the TAPI organization, Life Saving Rules were launched during 2025, forming the core elements of TAPI EHS&S Week. Designed to establish minimum expectations around critical safety behaviors for all colleagues, the process clearly outlines expected safe behaviors and clear red-line unacceptable behaviors. We also delivered additional training specific to the Life Saving Rules.

For more information about worker training on occupational health and safety, see our [Position on Occupational Health and Safety](#). This document also contains details about worker participation, consultation and communication.

GRI 403-7: Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked by Business Relationships

Teva's [Supplier Code of Conduct](#) specifies that suppliers must abide by Teva's Position on Occupational Health and Safety and conduct activities with adequate regard for the safety and health of their employees and the general public. All contractors are required to sign and acknowledge that they understand all site safety rules and procedures.

Contractor qualification is performed before we award work and thereafter at intervals not exceeding three years. Contractors involved in work typically considered high risk must complete a documented EHS plan before beginning work, and we provide on-site orientation and induction. High-risk work will also be covered by a safe work permit. Work areas are periodically inspected during the work and again at the end of the work. Those contractors who do not meet our minimum standards are not allowed to work at our sites.

For more information about managing health and safety for contingent workers and contractors, see [our Position on Occupational Health and Safety](#).

Celebrating Local Initiatives

To motivate our employees, our annual EHS&S Excellence Awards recognize initiatives from teams that contribute to creating a safe and healthy workplace. In 2025, some of the projects that were celebrated included:

- Netherlands, Haarlem – introduced an innovative digital Permit to Work system that was effective in controlling EHS&S risk for highly hazardous work and improved the efficiency of the process. In addition, the team installed a new electronic reporting system for EHS&S Observations. The system, combined with an updated communication campaign and launched under the banner “See It, Say It, Solve It”, helped the site to achieve greater engagement, resulting in increased reporting.
- Poland, Krakow – improved engineering controls to automatically transfer powdered materials in a contained manner. This resulted in greater efficiency, elimination of labor-intensive process steps and reduced operator exposure to active pharmaceutical ingredients. Overall, this created measurably less risk and environmental impact, while reducing costs.
- USA, Cincinnati – demonstrated how using “Intentional Leadership” methods to incorporate and track safety goals into the Teva Lean Management System (TLMS) creates a culture that drives sustained improvement in EHS&S systems.
- Ireland, Waterford – dishwashers were installed in the labs to automate cleaning, using less hazardous detergents, which significantly reduced the use of organic solvents.
- TAPI India, Greater Noida – introduced AI, automation and advanced engineering controls into polymorph screening, which significantly reduced scientists' exposure to hazardous substances, chemical waste and energy use.

- TAPI Israel, Abic – transformed safety reporting into shared responsibility, driving employee engagement, with >90% closure of reported hazards, and making safety a core value at site.
- TAPI Israel, Teva Tech – turned a critical safety gap into a resilient system, by defining and implementing best practices for the safe management of acutely toxic chemicals.

GRI 403-6: Promotion of Worker Health

We have a range of programs and activities related to non-occupational health for Teva's employees, including:

- Comprehensive medical, dental and vision insurance.
- Access to virtual and telehealth services for physicals and counseling from psychologists and therapists.
- Life insurance plans and medical programs for all full-time and part-time employees, with the option for employees to purchase additional coverage.
- Voluntary/employee-paid supplemental insurance for accidents.
- Medical check-ups.
- Voluntary long-term disability coverage.
- A well-being program to encourage healthy habits, including access to comprehensive nutrition and diet programs, health coaching and tobacco cessation programs.

Employee availability of our Employee Assistance Program (EAP) increased from 91% in 2024 to 99% in 2025, in countries where it is operating. Our EAP varies from country to country and is part of a robust well-being platform. Globally, we encourage sites to hold health promotion sessions and include them in our annual EHS&S Week and Global Well-being Month.

Supporting Healthy Lifestyles

Our well-being strategy is embedded within educational webinars that take place throughout the year for our employees, and covers financial, social, physical and mental well-being. Employees in the US have access to a lifestyle spending account to support their physical, emotional and financial well-being.

In 2025, we continued to expand Livez, our AI-powered preventative health app, building on the new health check-up screenings introduced in 2024.

Our US caregiver platform, Mellie Caregiving Support, offers Teva employees and their families free access to expert guidance, tailored elder care plans, community resources, and financial and legal resources. In 2025, Mellie expanded its free services to include support for children with special needs, such as autism and cerebral palsy.

Benefits Provided

Our benefits programs differ by country and adhere to local practice, market conditions and governmental and economic environments. As well as the health-related benefits listed above, we offer long-term savings and pension programs to ensure our employees' financial well-being, welfare activities for employees and their families, car allowance and car lease services, and canteen services or food coupons. In some countries, we subsidize summer camps for our employees' children. Several countries offer volunteering programs – in 2025, employees notched up 9,364 hours and participated in 193 events.

85% of Teva employees are eligible for a short-term incentive benefit (bonus or sales incentive). Non-eligibility is related to union and/or collective labor agreements. Our long-term incentive program (LTIP) below senior management covers 9.3% of Teva's employees. Employees below VP level receive LTIP as 100% RSUs (restricted share units). Employees at or above VP level receive LTIP as 75% RSUs and 25% PSUs (performance share units). In the US and Canada, due to market practice, we provide the program starting from mid-manager level but in a limited participation. The equity vests over a four-year period.

GRI 401-2: Benefits Provided to Full-time Employees That Are Not Provided to Temporary or Part-time Employees

Country/Region	Life Insurance	Disability and Invalidity Coverage	Retirement Provision	Healthcare
Israel	There is no separate offering dependent on the time spent at work/contract type unless stipulated by law.			Not provided to temporary employees.
Europe	Teva is compliant with legal requirements for each country and local market. There is no separate offering dependent on the time spent at work/contract type unless stipulated by law.			
USA and Canada	Not provided to part-time employees who are scheduled to work fewer than 30 hours per week, nor to temporary employees.		None.	Not provided to part-time employees who are scheduled to work fewer than 20 hours per week, nor to temporary employees.
International Markets	Teva is compliant with legal requirements for each country and local market. There is no separate offering dependent on the time spent at work/contract type unless stipulated by law.			

GRI 401-3: Parental Leave

Global Parental Leave	2023	2024	2025
Percentage of women who returned from parental leave during previous fiscal year and remained employed by the company 12 months after their return	89%	83%	89%
Minimum number of weeks of fully paid primary parental leave offered by the company	12	12	14

In the USA, we offer:

- Maternity leave: up to eight weeks paid 100% by Teva as disability + eight weeks of parental leave for bonding.
- Parental leave: eight weeks paid 100% by Teva.
- Family and Medical Leave Act (FMLA): 12 weeks, (FMLA is unpaid, some states have baby bonding/family leave with varying durations), depending on state laws.

Caregiver Program

Globally, our caregiver program supports individuals caring for family members with long-term illnesses. It offers additional time off, flexible working hours and adaptable shifts. Country policies may vary as per local laws and requirements. Our Facebook community for caregivers reached 21,000 members. We launched a TV campaign in Israel to raise awareness about family caregivers, featuring a successful singer who cares for his mother. We also produced a web series sharing stories of family caregivers from across the country.

Talent Recruitment and Development

GRI 401-1: New Employee Hires and Employee Turnover

New Hires and Leavers by Gender	2023			2024			2025		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
New hires (FTE)	2,690	2,550	5,240	1,854	1,882	3,736	1,565	1,563	3,128
Leavers (FTE)	1,889	2,322	4,210	2,097	2,248	4,345	2,337	2,855	5,192
Hires rate*	16%	13%	15%	11%	10%	10%	10%	9%	9%
Turnover rate*	11%	12%	12%	13%	12%	12%	15%	16%	16%

* Rates are based on yearly FTE average.

New Hires and Leavers by Age	2023			2024			2025		
	<Age 30	Age 30-50	>Age 50	<Age 30	Age 30-50	>Age 50	<Age 30	Age 30-50	>Age 50
New hires (FTE)	1,981	2,694	565	1,377	1,870	489	1,044	1,602	482
Leavers (FTE)	887	2,334	990	973	2,301	1,081	851	2,624	1,716
Hires rate*	43%	13%	5%	33%	9%	5%	28%	8%	5%
Turnover rate*	19%	11%	9%	23%	11%	10%	23%	14%	17%

* Rates are based on yearly FTE average.

New Hires and Leavers by Region	2023				2024				2025			
	Israel	Europe	United States	International Markets	Israel	Europe	United States	International Markets	Israel	Europe	United States	International Markets
New hires (FTE)	321	2,305	1,136	1,477	190	1,781	666	1,099	114	1,351	632	1,032
Leavers (FTE)	202	1,789	985	1,234	237	1,795	924	1,399	349	1,905	1,111	1,827
Hires rate	10%	13%	18%	18%	6%	10%	13%	12%	4%	8%	13%	13%
Turnover rate	6%	10%	16%	15%	7%	10%	18%	16%	11%	11%	24%	23%

Note: Teva International Markets include Central and South America, Africa, Asia-Pacific and part of Eastern Europe. The European countries in this region are the ones that were part of the former Soviet Union. Rates are based on yearly FTE average.

		Executives/ Senior Managers	Middle Managers	Junior Managers	Total Management Positions	Professional	Entry-Level Positions	Total Non- Management Positions
2023	New Hires (FTE)	20	126	772	918	2,438	1,884	4,322
	Leavers (FTE)	38	167	663	868	1,924	1,419	3,343
	Hires rate*	9%	6%	11%	10%	15%	19%	16%
	Turnover rate*	17%	8%	9%	9%	12%	14%	13%
2024	New Hires (FTE)	28	179	615	822	1,734	1,180	2,914
	Leavers (FTE)	19	191	746	956	1,954	1,445	3,399
	Hires rate*	12%	8%	8%	8%	11%	12%	11%
	Turnover rate*	8%	9%	10%	10%	12%	15%	13%
2025	New Hires (FTE)	23	152	516	691	1,466	971	2,437
	Leavers (FTE)	41	291	917	1,249	2,360	1,583	3,943
	Hires rate*	10%	7%	7%	7%	10%	11%	10%
	Turnover rate*	17%	13%	13%	13%	16%	18%	17%

* Rates are based on yearly FTE average.

In May 2025, Teva announced a planned reduction of approximately 8% of its global workforce over a two-year period, aligned with the company's long-term 'Pivot to Growth' transformation strategy to modernize operations, enhance efficiency, and enable reinvestment in core scientific and commercial capabilities. Throughout the process, Teva upholds responsible employment practices, including the provision of fair severance, full compliance with applicable legal requirements and the typical offering of outplacement support to assist affected employees.

Young Workers

	2023	2024	2025
Minimum employee age	16.5	16.3	15.5
Number of employees between 15 and 18 years old	36	41	11
Location and context of young workers*	Interns/apprentices in Germany and Bulgaria who work in operations in part-time job	Interns in Europe (Germany, Bulgaria and Malta) – students who have assignment/internship in Teva	Interns in Europe (Germany) – students who have assignment/internship in Teva

* Interns/apprentices are coached and are not exposed to work that by its nature or circumstances is likely to harm the health, safety or morals of young workers.

Career Mobility

	2023	2024	2025
Positions filled by internal candidates	2,265	1,771	1,222
Percentage of open positions filled by internal candidates	30%	33%	32%
Percentage of VP+ open positions filled by internal candidates*	55%	30%	13%
Percentage of critical positions filled by identified successors*	65%	26%	13%

* Reductions in 2025 are a result of Teva's new strategic direction. This strategy requires new skills and capabilities, prompting an increase in external hires to acquire expertise that is currently unavailable within the organization.

We are intent on enabling career mobility and fostering internal growth opportunities, by nurturing our employees' professional journeys and ensuring a fulfilling and progressive work environment.

To incentivize internal recruitment, we post open positions internally for a minimum of five consecutive business days to ensure our talented employees know about and can access relevant opportunities within the organization. This approach gives our employees ample time to review and apply for opportunities aligned with their professional development goals, as well as alerting those within specific business functions to openings that match their skills and career aspirations. In 2025, we filled 32% of all our open positions with internal candidates.

Our ambition is to build a strong, future-ready leadership pipeline by prioritizing growth from within – particularly at the Vice President (VP) level and above. We are sharpening our focus on internal VP succession as a strategic lever to ensure continuity, deepen enterprise leadership capability and accelerate readiness for critical roles.

This approach is anchored in a rigorous Talent Review and Succession Planning process, designed to ensure that our most critical VP+ roles are held by strong incumbents and supported by robust, forward-looking development plans. Identified successors are backed by clear, targeted Individual Development Plans (IDPs) that deliberately accelerate readiness and enable timely internal moves.

To further set leaders up for success, we deliver a global onboarding experience for all VP+ appointments – internal and external. The program is intentionally designed to immerse leaders in Teva's strategy, connect them with powerful enterprise networks and reinforce leadership expectations. This ensures that internal promotions, as well as external hires, are fully equipped to perform within the evolving environment.

Transparent and Inclusive Recruitment Framework at Teva

Teva's Position on Talent Recruitment and Development is built on principles of visibility, fairness and accountability. Our Internal Recruitment Policy ensures consistent, transparent hiring practices aligned with our core leadership standards, fostering equity and open communication with candidates at all levels.

Our global careers site plays a pivotal role in this process. It offers detailed insights into Teva's mission and hiring procedures, and tailored resources for candidates. A "How We Hire" section sets clear expectations, providing transparency and guidance for applicants worldwide.

GRI 404-3: Performance Reviews

Our appraisal reviews formally assess employee performance, discuss aspirations, and identify opportunities and career options. Two performance reviews are conducted each year – a mid-year review in July and a comprehensive annual review in November/December, called the Connect process. In 2025, 100% of eligible, active employees received feedback.

The Connect process involves two-way discussions between employees and managers, focused on feedback, remuneration, setting performance development goals and discussing working conditions (e.g. benefits and well-being). Formal feedback includes:

- Employees' self-evaluation.
- Managers' evaluation and performance rating. Since 2023, we added and emphasized peer feedback to provide a broader and more comprehensive assessment.
- A meaningful feedback dialogue between managers and employees to discuss next year's goals.

Our managers are encouraged to conduct regular check-ins and provide consistent feedback to support the growth and development of their team members.

For our Manager Feedback Tool (MFT), employees rate their managers toward the mid-year review process, aiming to support their development. The MFT is based on Teva's Leadership Principles, which is a set of leadership expectations. We also have a 360-degree feedback tool as part of all of Teva's leadership development programs.

404-2: Programs for Upgrading Employee Skills

Leadership Development

We aim to help leaders grow professionally and personally to be able to excel. In 2025, we continued to embed our Leadership Principles, launched in 2024, into all of our people processes, Performance & Reward, Managers feedback tool etc. Leaders are expected to act according to a set of key behaviors while leading their roles and their people.

We continue to evolve our leadership development programs, which are all based on our Leadership Principles, aimed at growing leaders' future capabilities. In addition, all participants in our leadership development programs go through a 360-degree survey, also aligned with our Leadership Principles, to enable them to receive feedback on how they perform. In 2025, 27 programs for First Line managers (22%), as well as 11 programs for Senior level managers (22%), were led. Programs are aligned with the business strategy, as well as the Leadership Principles, which are the set of leadership behaviors expected from our managers at Teva. In addition, over 2,000 employees went through a dedicated program to support them develop their career.

In 2025, we also focused on providing leaders with a framework for building high-performing teams, designed to elevate team excellence and drive a sustained ripple effect across the organization.

Employee Development

At Teva, we are committed to supporting employees' career growth and development. We empower employees to take ownership of their career journey through our Teva Grow platform, which offers self-paced learning materials to help employees cultivate critical skills, including LinkedIn Learning resources. In 2025, 12,225 employees visited the Teva Grow website.

Shape Your Career

The Shape Your Career program is the foundation for career growth at Teva, offering employees structured learning sessions, self-assessment tools and curated resources. In 2025, we integrated a model of seven career management skills into our framework to form the foundation of this program. It features a variety of development opportunities, such as learning sessions for employees and managers, and a self-assessment tool called Career Pulse.

Twist is our AI-based talent marketplace platform and supports employee development through four modules: Experiences, Career Opportunities, Online Courses and Networking. By integrating Twist into our "Shape Your Career" program, we have created a comprehensive career development framework with personalized recommendations, integrated LinkedIn Learning content, and access to networking and on-the-job experiences.

In 2025, around 2,000 employees across all Teva business units and regions participated in over 50 learning sessions, as part of our "Shape your Career" program. This included learning skills like personal branding, strategic networking, reflection and planning and nearly 700 employees also engaged with the Career Pulse tool. This tool assists employees in evaluating their career behaviors and offers valuable tips and ideas to guide their next steps. Overall, 6,000 employees took part in our development programs and 23% actively participated, up from 18% in 2024.

Training and Development Inputs

	2023	2024	2025
Average amount spent per FTE on training and development	\$660.89	\$626.51	\$603.15

Employee Engagement

Trend of Employee Engagement

	2023	2024	2025
OHS participation/coverage	86%	87%	83%
Engagement and connection to Teva	74%	72%	71%
Connection to Teva's purpose and values	85%	86%	84%
Enablement and support to perform job (satisfaction)	74%	74%	75%
Internal motivation to go beyond job responsibilities	74%	72%	71%
Inclusion and diversity	82%	81%	83%
Manageable stress	64%	65%	65%
Treated with respect	89%	88%	90%

Teva's annual Organizational Health Surveys cover metrics including:

- care and respect (e.g. being able to freely express views);
- purpose and values (e.g. the company's positive impact on society and communities);
- personal experience (e.g. feeling stressed or overwhelmed); and
- leadership (e.g. having trust and confidence in senior leaders).

We communicate survey results to employees through global communications and town halls, and they are shared with the Board of Directors. All our business units review survey results to determine areas for improvement and develop action plans.

Economic Impact

	2023	2024	2025
Generic medicine savings*			
Savings From Teva's Generic Medicines (\$B)*	40.9	39.7	36.4
USA savings From Teva's Generic Medicines (\$B)*	36.3	34.7	31.4
Economic impact			
Direct jobs (FTE)	32,400	32,161	29,937
Spillover Jobs (FTE)	207,919	203,568	210,053
Total Jobs (FTE)	240,320	235,729	239,990
Direct labor income (\$M)	2,828	2,870	2,980
Spillover labor income (\$M)	5,663	5,744	6,258
Total labor income (\$M)	8,491	8,614	9,237

Note: for 2025, this analysis covers 26 countries, with 29,937 FTEs (representing 93% of Teva's global workforce of 32,313 FTEs). The global model used for spillover calculations includes 188 countries and 56 industries. For generic savings, external data was used to calculate figures for 2023, 2024 and 2025. For Ireland, Israel and the UK we included a narrative describing Teva's position: In Ireland, in 2025, 14 million units of high-quality generic products were provided to patients; in Israel, patients had access to 250 various pharmaceutical formulations and strengths of high-quality products; and in the UK, Teva contributed over 2 billion GBP in savings to the NHS; for China and India data was unavailable. In total, Teva's generic savings fell modestly as patient needs shifted from high-volume generic medicines to more complex generics and biosimilars that treat chronic conditions. Figures are affected by rounding adjustments and slight discrepancies might be present between category total values and the sum. Teva Australia's direct labor compensation for the business years 2023 and 2024 have been revised to enhance accuracy, addressing discrepancies identified within the input data. Click [here](#) for an explanation of our Economic Impact and Generic Medicine Savings methodology.

* Savings refers to cost savings compared with the originator product, calculated based on the price difference between the originator's product and Teva's generic product. The generic medicines savings for 2023 and 2024 have been restated. The 2025 figure applies an estimate for generic savings in the USA based on the 2024 Association for Accessible Medicines reported savings, assuming an average yearly generic savings increase rate of 8.0% for 2025 and Teva's generic market share of 6.5% for MAT December 2025. 2024 generic figures data was restated to reflect actual source data rather than estimates.

Definitions: GDP (Gross Domestic Product) Contribution – Economic value added and generated by, and as a result of, Teva's activities (commercial, production and R&D) around the world; Jobs – Created by, and as a result of, Teva's activities around the world; Labor income – Sum of wages and salaries generated from, and as a result of, Teva's activities around the world.

Total GDP contribution per country (\$M)*	2023	2024	2025
Australia	N/A	86	100
Bulgaria	230	217	274
Canada	454	472	433
Chile	236	193	225
China	26	36	25
Croatia	585	585	610
Czech Republic	473	415	471
Denmark	43	65	81
France	266	348	380
Germany	1,293	1,091	1,314
Hungary	521	707	716
India	423	475	490
Ireland	545	541	626
Israel	3,546	3,555	3,986
Italy	579	476	494
Mexico	182	208	172
Netherlands	549	542	538
Poland	384	359	407
Romania	N/A	106	110
Russia	369	349	431
Spain	469	450	436
Sweden	99	149	178
Switzerland	334	660	933
Ukraine	69	83	90
United Kingdom	687	614	555
United States	8,038	8,800	9,315

Note: The scope of Teva's economic footprint includes the economic impact of all activities (e.g. manufacturing, commercial and R&D), as well as domestic and foreign supply-chain effects around the world.

* Teva's direct GDP contribution for the business years 2023 and 2024 has been restated to enhance accuracy, addressing discrepancies identified within the input data.

Human Rights

As a signatory of the United Nations Global Compact since 2010, we take all measures reasonably possible within our business and throughout our supply chain to respect all individuals and uphold their human rights. The International Labor Organization's Declaration on Fundamental Principles and Rights at Work guides our approach and [Human Rights Position](#) (updated and published in 2024). Human rights continue to emerge as an important topic to address and manage for our industry and business. We continually work to better evaluate and mitigate the risks and impacts across our company and supply chain.

Our [Human Rights Position](#) summarizes our due-diligence approach to Human Rights, including our expectations for different functions. This approach includes primary commitments, roles and responsibilities, risk assessment principles, preventive and remedial measures and effectiveness assessments.

As described in our position, we perform a human rights risk assessment at least annually, ensuring we update the suppliers' list and our own sites in the assessment platform. Our human rights risk assessment evaluates the risk exposure of our operations and suppliers. The assessment utilizes a real-time online artificial intelligence system that covers risks for more than 170 geographies and 350 products and services, relating to 38 sustainability topics (including human rights and environmental issues).

It includes risks related to:

- labor, e.g. children's rights, gender inequality, slavery, workers' rights, migrant workers, freedom of association, humane treatment, wages, working hours and contractors;
- health and safety, e.g. life expectancy, sanitation and drinking water, building safety, machine safety, fire safety, hygiene and sanitation, injuries, chemical and emergency evacuation;
- environment, e.g. air quality and emission, carbon intensity, waste and wastewater management, tree cover loss, flood and storm risk, water stress and environmental permits;
- business ethics, e.g. corporate governance, business integrity and transparency; and
- management systems, e.g. regulatory quality.

Source data includes thousands of audits performed annually, media screening results and public indices.

In 2025, over 5,500 of our supplier sites¹, and more than 100 of Teva's locations, were screened and rated according to their risk exposure level (low, medium, high and extreme) for the various human rights and environmental topics. The analysis also classified suppliers according to Teva's influence rating (low, medium and high), which considers business relevance (volume of business) and list of significant suppliers (see more in the [Sustainable Procurement section](#)). Teva's own operations are classified with an extreme influence rating. Risk and influence ratings are plotted on a matrix to help determine the suppliers and operations where further due diligence action may be warranted. Primary management implications and recommendations are outlined for each matrix segment. The assessment matrix can also be integrated into other assessment results, such as a self-assessment (EcoVadis score) and third-party audits (PSCI). For selected Teva sites that are flagged as potentially high-risk, we conduct internal evaluations focused on compliance with our policies and positions.

For further descriptions of our Human Rights due-diligence approach, including effectiveness assessment metrics, read the various sections of this Report, including [Inclusion and Diversity](#), [Talent Recruitment and Development](#), [Employee Health, Safety and Well-being](#), [Ethics and Integrity](#) and [Sustainable Procurement](#).

¹ Significant suppliers as of 2024.

Healthy Planet Disclosures

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Climate Action and Resilience

Climate Change Disclosures

This report marks our sixth consecutive year of climate risk and opportunity disclosures. It is also the first time we report with reference to the International Financial Reporting Standards S2 (IFRS S2) – Climate-Related Disclosures, while still following the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations. Teva is disclosing much of the following information voluntarily to enhance transparency.

Governance

Climate-Related Risks and Opportunities Governance and Management

Board Oversight

Teva's Board of Directors maintains oversight of risk management and fulfills this responsibility through review of risk management performance, policies, operations and business strategy. The Board Compliance Committee has been delegated primary responsibility for overseeing sustainability strategy, which includes performance and targets, and is chaired by our Sustainability Board Ambassador. Our climate-related targets are endorsed by the Board of Directors. Climate change was also covered in various sessions of the Board in 2025, relating to the sustainability-related regulatory landscape, its implications for Teva and our targets and performance. Topics related to sustainability and climate change are covered as follows (see more about Teva's strategy in the 2025 Healthy Future Report sections "Strategic Framework" and "Sustainability at Teva"):

- The Compliance Committee oversees Teva's Healthy Future (sustainability) strategy and receives quarterly sustainability updates from the sustainability team, including progress against our climate action targets (please see our [Compliance Committee Charter](#), section 3.5), and reviews emerging best practices, trends and key issues related to sustainability.
- The Audit Committee oversees our Enterprise Risk Management (ERM) process, reviews the company's short-term risk management matrix twice a year, and long-term risk matrix annually, and receives updates on sustainability reporting trends. We have monitored climate change as a risk topic since 2021 and, for the past four years, it has appeared on our risk matrix and has been shared with this Committee.

- The Finance and Investment Committee approves financial transactions linked to sustainability, including those related to climate change, and receives updates on sustainable finance instruments and targets. This Committee approved our sustainability-linked bonds (SLBs), which are tied to our Scope 1 and 2 greenhouse gas (GHG) emission reduction target.
- The Human Resources (HR) and Compensation Committee oversees sustainability-linked remuneration, including that related to climate change. Executive compensation has been linked to sustainability performance since 2020, with all executive officers having sustainability-linked remuneration since 2022. Sustainability targets, including climate-related targets, were included in individual performance goals, which represented 25% of the variable bonus performance achievement.

Management Oversight:

Climate change risks and opportunities are overseen by various roles and committees at Teva:

- The Sustainability Steering Committee, chaired by the President and CEO, and steered by the Global Head of Sustainability, receives quarterly updates and monitors climate change projects, such as climate risks and opportunities assessments, decarbonization commitments and performance. Results from Teva's climate risk and opportunity assessments are presented to the Committee. The Sustainability Steering Committee monitors performance, drives decision-making on key sustainability matters and approves our climate-related targets. While the Global Head of Sustainability primarily provides updates to the Compliance Committee, they may also engage with other Board committees on sustainability matters, as appropriate.
- The Chief Financial Officer (CFO) holds the primary responsibility for ERM, along with Executive Management and other risk leaders. They review Teva's top risks and report to the Board and Audit Committee twice a year, including on risk trends and main mitigation actions in addition to related initiatives.
- The Sustainability Forum, chaired by the Head of Sustainability, consolidates key themes, conducts quarterly reviews of performance on cross-cutting metrics and manages cross-cutting emerging topics. The Sustainability Forum, in collaboration with the Sustainability Steering Committee, is also responsible for approving our climate-related targets.
- The Executive Vice President (EVP) of Teva Global Operations (TGO) reports directly to the President and CEO. The EVP of TGO is responsible for Teva's Environmental, Health, Safety and Sustainability (EHS&S) Policy and is the executive sponsor for all EHS&S matters, including those related to climate change.

- The Global EHS&S Committee, chaired quarterly by the EVP of TGO, reviews climate risks and opportunities assessments results, endorses Teva's climate targets and, at least quarterly, reviews our EHS&S and climate change matters and performance with the EVP of TGO, including escalating matters and/or issues for further action as needed. It provides management, oversight and direction on EHS&S policies and targets, including climate change, and coordinates our EHS&S and other Operational teams' implementation of relevant programs. This Committee is composed of senior-level executives from key business units. It is responsible for EHS&S and climate change-related operational strategy, compliance, performance, public policy, trend monitoring, target setting, communications and establishing technical advisory committees, as required.
- The Global Environmental Sustainability Taskforce, composed of Global EHS&S, Corporate Sustainability, Global Engineering, Global Procurement, Finance, and Global Facilities Management, coordinates the dissemination of Teva's energy and GHG emission-related targets throughout the business, and develops the frameworks for their execution. It tracks, aligns and supports cross-cutting metrics, and considers and addresses upcoming priorities. The Global Environmental Sustainability Taskforce is supported by sustainability business partners and functions as a point of contact.

Board Skills and Competencies

Teva regularly evaluates the skills and expertise of its Board of Directors to ensure they are equipped to fulfill their responsibilities effectively, including related to sustainability. This includes identifying members with relevant competencies such as sustainability, enterprise risk management and experience in the pharmaceutical sector. These areas are closely tied to the capabilities needed for effective climate-related risks and opportunities governance. Teva continuously reviews which Board members possess these qualifications. The table in our [Proxy Statement](#) (see page 20) summarizes the notable skills, qualifications and experience of each director and director nominee.

Strategy

Climate-Related Risks and Opportunities

Climate-related risks and opportunities assessment is a collaborative effort managed by our Corporate Sustainability, Corporate Risk Management, Global EHS&S and Finance teams. The insights gained from the assessment are being integrated, as relevant, into our business operations and activities. Our mitigation and adaptation initiatives are designed to strengthen our resilience in the face of climate change.

For several years, we have been conducting climate scenario analyses that integrate aspects of resilience assessments, enabling us to evaluate the climate-related risks and opportunities across our entire business. This is especially important for ensuring that Teva is equipped to manage these risks and opportunities effectively. Teva is currently in the process of developing a resilience plan¹ for some of the identified risks, building on the insights and data presented in this Report.

Our climate risk and opportunity assessment process is aligned to Teva's ERM and Double Materiality Assessment (DMA) Frameworks. The thresholds used to determine materiality are based on our DMA Framework, which defines material financial impact as an effect on our financial position of at least \$100M annually, when subject to a highly probable likelihood score, although it can be at least \$200M when subject to a probable likelihood. See DMA matrix on [page 21](#) for more detail.

Physical Risks Assessments:

In 2021, we conducted our first qualitative screening of physical climate risks, covering 80 of Teva's key facilities, seven climate change physical hazards, including water stress, and three climate scenarios (RCPs² 2.6, 4.5 and 8.5) across short-, medium-, and long-term horizons (2020, 2030 and 2050, respectively). Between 2021 and 2022, we extended this work by conducting an additional first quantitative assessment of these physical risks, applying the same time horizons and scenarios as in the previous project, and focusing on ten of our key manufacturing sites (responsible for approximately 30% of Teva's 2021 revenue). The annual financial impact of site damage and business interruptions risk was considered immaterial across all scenarios and timeframes, even without considering adaptation measures.

Between 2024 and 2025, we assessed physical climate risks across 63 Teva sites worldwide (excluding two sites in Latin America³), covering 97% of our global sites, ten climate change physical hazards, including river flooding, surface flooding, coastal flooding/sea level rise, subsidence, landslide/coastal erosion, wildfire, storms, tropical cyclones, storm surge and extreme heat (hazard assessed, but not quantified⁴), and three IPCC scenarios (SSP1-2.6, SSP2-4.5, and SSP5-8.5) across short-term (1–2 years), medium-term (3–5 years), long-term (6–15 years), and up to 2050 (15+ years) horizons. The difference between the retrospectively estimated losses from the 2020 baseline, and the projected losses associated with these scenarios, represents the identified potential financial impact (see the map on the next page). The financial effects of site damage and loss due to acute and chronic natural hazards risk could reasonably be expected to occur from the short-term onward.

Building on the 2021–2022 assessments, in 2024 we used the WWF Water Risk Filter to assess all Teva sites for water scarcity (water-stress) under the physical risk layer. The table on the next page reflects these physical water scarcity results.

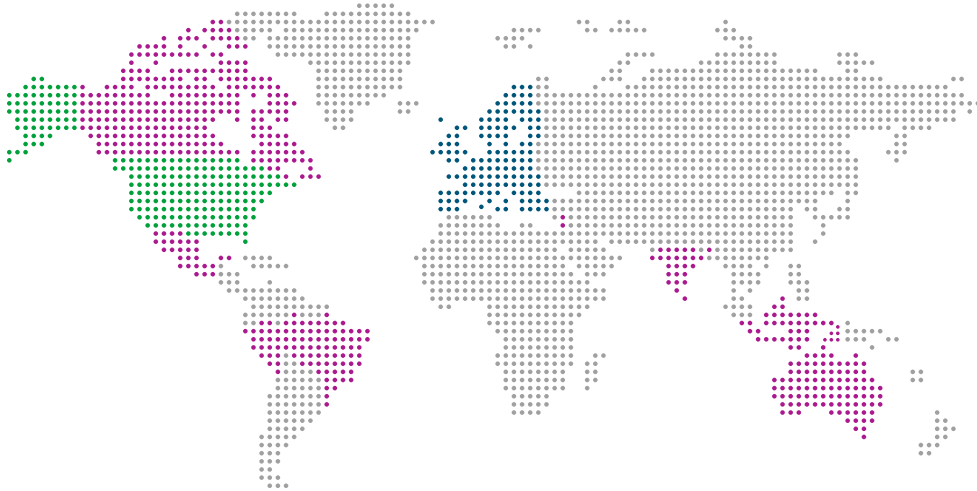
1 By leveraging the flexibility provided in IFRS-S2 (paragraphs B1-B18), Teva is taking a phased approach to enhance its climate-related disclosures and resilience planning.

2 Representative Concentration Pathways.

3 Two sites in Latin America were excluded due to data coverage limitations from our climate-risk service provider at the time of assessment.

4 Our assessment of extreme heat risk focused on its impacts on human health, rather than the potential damage to assets, even though the assessed Teva sites may face low to high heat risk.

Main Acute and Chronic Climate-Related Natural Hazards by Regions*



United States

- Subsidence
- Storm surge
- Surface flood
- River flood

Europe

- Surface flood
- River flood

International Markets

- Subsidence
- Surface flood
- River flood
- Wildfires

* The main acute and chronic climate-related natural hazards are responsible for over 10% of the overall potential financial losses in this region.

Risk/Opportunity Description	Potential Impact	Mitigation and Adaptation Efforts
Physical Climate Risks		
Site damage and loss due to acute and chronic natural hazards	Exposure to natural climate-related hazards at specific sites ranges from low to high. However, findings from the assessment indicate an immaterial annual total potential financial impact under all three scenarios and four timeframes, not considering adaptation and mitigation measures.	Extreme weather risks, such as hurricane and flood, are evaluated and managed as part of Teva's loss prevention processes and insurance coverage, and are considered during sites' contingency and business continuity planning, as relevant.
Increasing water scarcity levels causing water supply disruptions at our sites	Although reduced water availability is identified as a potential risk, it is immaterial based on Teva's DMA. In specific locations where Teva operates, water scarcity could lead to higher water costs and may require investment in water efficiency technologies or alternative water sources. Under a business-as-usual (BAU) scenario (SSP2, RCP4.5/RCP6.0), by 2030, 13 Teva sites may face high exposure to water scarcity, not considering adaptation or mitigation measures.	Water scarcity is managed through Teva's Environment, Health and Safety Management System (EHSMS). Teva is looking to implement water reuse and efficiency projects at water-stressed sites. For instance, in Israel, the installation of a water recycling unit was finalized in 2025.

Climate Scenario	Climate Goal	Assumptions
Physical Climate Risks Scenarios		
SSP1-2.6	1.8°C above pre-industrial levels by 2100	This scenario illustrates a climate-resilient pathway with minimal obstacles to reducing emissions and adapting to change. It assumes decisive early action, with emissions peaking soon and falling quickly, and serves as the most optimistic case in the analysis.
SSP2-4.5	2.7°C above pre-industrial levels by 2100	This scenario reflects moderate global development trends, with climate measures taken at a cautious pace. Emissions peak around mid-century, before gradually declining, serving as the baseline or business-as-usual case for analysis.
SSP5-8.5	4.4°C above pre-industrial levels by 2100	This scenario reflects a development path heavily reliant on fossil fuels, posing significant challenges to emission reduction and climate adaptation. It assumes rapid economic growth with minimal climate action and serves as the worst-case reference in the analysis.

Transition Risks and Climate-Related Opportunities Assessments:

During the previous 2021–2022 assessment, we identified multiple transition risks and climate-related opportunities using the TCFD taxonomy, stakeholder interviews and industry reviews. We modeled climate scenario analysis and financial quantification using data sets from Network for Greening the Financial System (NGFS) and IEA (SDS and STEPS). The project was guided by a cross-functional steering committee and endorsed by senior leadership. A summary is available in our previous Healthy Future Report Disclosures.

Between 2024 and 2025, we conducted a further analysis of prioritized transition risks and climate-related opportunities based on our previous assessment, utilizing and refining some of the previous assessment outcomes across short-term (1–2 years), medium-term (3–5 years), and long-term (6–15 years) timeframes.

For the three most significant risks and the three most promising opportunities, we conducted a comprehensive financial impact assessment. This evaluation was performed across multiple scenarios, each based on varying assumptions to reflect a range of possible future developments. Orderly, hot house world, and too little, too late scenarios are developed by the NGFS to explore different climate futures. Orderly scenarios assume early and coordinated climate action, keeping risks relatively low; hot house world scenarios reflect insufficient global efforts, leading to severe and irreversible physical impacts; and too little, too late scenarios describe a delayed and fragmented transition that fails to effectively limit physical risks.

The IEA scenarios complemented the NGFS Framework by providing more detailed insights into energy system transitions and sectoral pathways, helping to assess some of the transition risks more comprehensively. By applying structured analytical frameworks, Teva was able to assess both qualitative and quantitative implications. In doing so, we analyzed the risk of transitioning from the current situation to other climate scenarios, including the assumption of the rollout of Teva’s transition to net-zero by 2045.

The financial effects of the risk of increased regulatory burdens and third-party pressure on Teva’s products, and the opportunity to leverage Teva’s portfolio of medicines to improve health outcomes as climate change exacerbates certain diseases, are expected to occur from the medium term onward. The remainder of the identified risks and opportunities could reasonably be expected to occur from the short term onward.

Risk/Opportunity Description	Potential Impact	Mitigation and Adaptation Efforts
Transition Climate Risks		
Higher carbon pricing for Scope 1 and 2 GHG emissions increasing operating costs	Although only two of our European sites currently fall under the EU Emissions Trading Scheme (EU ETS), this exposes us to carbon pricing and associated compliance obligations. Furthermore, evolving carbon pricing mechanisms and regulatory changes in other regions where we operate and market our products, present an ongoing risk that could impact our business. Additionally, carbon prices are anticipated to increase. However, findings from the assessment indicate an immaterial annual potential financial impact under all three scenarios and three timeframes.	Our commitment to transition to net zero by 2045, including initiatives to lower GHG emissions throughout our operations, is vital for managing and mitigating this risk. By converting manufacturing sites to 100% renewable electricity, enhancing energy efficiency, and introducing low-carbon transportation options, we reduce direct and indirect emissions. These measures help lower the financial impact of carbon pricing, ensuring Teva remains competitive and financially resilient.
Higher carbon pricing for Scope 3 GHG emissions, excluding raw material emissions, increasing operating costs	Applied carbon price in Teva’s value chain for Scope 3 (excluding raw materials, which is covered in a separate risk) has the potential to increase Teva’s costs. Because of price caps, price limits and binding price agreements, Teva may temporarily absorb these carbon costs. Based on our analysis, this risk is immaterial : any supplier pass-through of higher carbon prices would be short-lived, temporarily absorbed and manageable within transition-plan measures.	Teva’s transition plan will enable us to decarbonize our upstream value chain via supplier engagement, sustainable material procurement and eco-design integration into products. It will also enable us to decarbonize our downstream value chain through circular and resource optimization, and transportation optimization and low-carbon vehicles.
Increased prices of input materials due to transition-related factors (e.g. carbon pricing, technical requirements for suppliers)	Teva could face higher raw material costs driven by increased carbon pricing and climate regulation impacting suppliers. Additionally, future Carbon Border Adjustment Mechanisms (CBAM), such as those implemented in the EU, could affect procurement costs if the materials we use are included in the respective CBAM scope. However, findings from the assessment indicate an immaterial annual potential financial impact under all three scenarios and three timeframes.	We manage this risk through our net zero target and a comprehensive supplier engagement program. It includes our Supplier Code of Conduct, sustainability assessments of significant suppliers, and encouraging suppliers to set SBTi targets and join the Energize Program.

Risk/Opportunity Description	Potential Impact	Mitigation and Adaptation Efforts
Increased regulatory burden or third-party pressure (e.g. customers) related to Teva's current and future products	Regulatory tightening and customer sustainability requirements could affect Teva through added compliance obligations, potential penalties where disclosure or transition-plan requirements are unmet and possible loss of market share in tenders that use sustainability criteria. These pressures may also include restrictions or additional requirements for certain products. However, findings from the assessment indicate an immaterial annual potential financial impact under all three scenarios and three timeframes.	Teva mitigates this risk by complying with relevant sustainability regulations, embedding customer sustainability criteria in commercial and tender processes, and operating a Sustainability Horizon Scanning Taskforce that tracks evolving regulations and enforces controls. Operations align capital and decarbonization levers (e.g. internal carbon-pricing pilots) to reduce exposure, while our product sustainability programs advance lower-impact product pathways, including lower-carbon products and related design changes.

Climate Opportunities

Cost savings due to the use of more energy-efficient, low-carbon technologies in own facilities and shipping	The use of more energy-efficient and low-carbon technologies due to the need to comply with stricter regulations, the company's voluntary commitments and/or decreasing costs of such technologies, can result in reduced energy consumption, which leads to lower production costs. However, findings from the assessment indicate an immaterial annual potential financial impact under all three scenarios and three timeframes. All Teva's manufacturing facilities are aligned with the opportunity.	To capture this opportunity, Teva is prioritizing energy-efficiency projects and low-carbon technologies at its manufacturing sites. This is complemented by logistics decarbonization initiatives and supported by internal carbon-pricing pilots that steer investment toward actions which lower energy use and reduce exposure to external carbon prices over time.
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Risk/Opportunity Description	Potential Impact	Mitigation and Adaptation Efforts
Cost savings due to transition to low-emission sources of energy	Investments in solar PV, wind and heat pumps can reduce energy costs, particularly over the long term. Additionally, this serves as a countermeasure against the risk of rising carbon prices. However, findings from the assessment indicate an immaterial annual potential financial impact under all three scenarios and three timeframes. All Teva's manufacturing facilities are aligned with the opportunity.	Our target to source 100% renewable electricity will help us capitalize on this opportunity. We are actively implementing measures to increase the proportion of electricity sourced or generated from renewable energy sources for our operations. We continue to expand our use of renewable electricity across markets where we operate.
Leveraging Teva's portfolio of medicines to improve health outcomes due to the exacerbation of certain diseases by climate change	Increasing global temperatures, higher levels of air pollution, and changing weather patterns are contributing to a surge in respiratory illnesses, such as asthma, chronic obstructive pulmonary disease (COPD) and lung infections. Within its current portfolio, Teva offers treatments for some of these diseases. However, findings from the assessment indicate an immaterial annual potential financial impact under all three scenarios and three timeframes. The percentage of business activities assessed as aligned with the opportunity is negligible.	With our large global footprint, our broad portfolio of medicines, investments in our pipeline and experience in bringing medicines to market, Teva will be well-positioned to meet a growing demand and enhance our competitive advantage.

Transition Type	Included Climate Scenarios	Climate Goal	Assumptions
Transition Risks and Climate Opportunities Scenarios			
Orderly	Below 2°C	below 2.0°C above pre-industrial levels by 2100	This scenario assumes early climate policy adoption with gradually increasing stringency, significant behavioral changes, reducing energy demand, technology-induced efforts to reach net zero CO ₂ .
Hot house world	Current policies	3.0°C above pre-industrial levels by 2100	This scenario assumes limited climate policy adoption across regions, resulting in insufficient global action. As a result, it leads to severe physical risks, including irreversible climate impacts.
Too little, too late	Fragmented world	2.0–3.0°C above pre-industrial levels by 2100	This scenario assumes a delayed and fragmented transition, failing to prevent significant physical climate risks.

Risk Management

Teva's Processes for Identifying, Assessing and Managing Climate-Related Risks

We integrate our risk management processes into a multidisciplinary, company-wide ERM program, focused on direct operations, as outlined in our [ERM Position](#). Each of our business units identifies risks by performing risk assessments at operating locations, based on a standard risk assessment framework, which can include climate-related risks, including those listed in our ERM risk universe. Identified risks are assessed by aggregating them at the corporate level. Risks are prioritized for materiality according to a standard framework approach, which includes, among other aspects, probability, impact and preparedness level. For more details on our risk management processes, refer to the [Risk Management](#) section.

We are upskilling our employees with the knowledge and capabilities required to help mitigate climate-related risks, ensuring senior leaders and relevant teams can identify and manage climate risks and opportunities. In 2024, over 100 colleagues across Global Operations, R&D, Finance, Legal, and Commercial participated in six interactive workshops to reinforce these competencies.

Teva has conducted comprehensive assessments of climate-related risks and opportunities by integrating publicly available climate science data with insights from external experts. A key tool in physical climate

risks assessment processes is a climate-risk analytics cloud platform that provides advanced modeling and localized physical climate-risk projections to support strategic planning. It combines CMIP5 and CMIP6 models and leverages remote sensing, publicly available databases and machine learning for loss modeling; consistent with the IPCC disaster-risk framework, expected annual financial losses are expressed as hazard (probability and magnitude of extreme events influenced by climate change), exposure (location-based risk to the asset) and vulnerability (asset type, use, age, and materials). For our transition risk assessments, we utilized data from several internationally-recognized organizations: the International Energy Agency (IEA), which supplies authoritative data on global energy systems, emissions and transition pathways, the Network of Central Banks and Supervisors for Greening the Financial System (NGFS), offering climate scenario frameworks for financial risk analysis, and the Organization for Economic Co-operation and Development (OECD), known for its policy research and economic evaluations related to climate and sustainability.

The associated timeframes for climate-related risks and opportunities are in line with the timeframes used for strategic decision-making. The short-term horizon of 1–2 years aligns with Teva's Annual Operating Plan and Enterprise Risk Management processes, enabling immediate action on climate-related risks and opportunities. The medium-term horizon of 3–5 years corresponds with Teva's Long Range Plan, supporting forward-looking strategies beyond near-term concerns. For long-term planning, Teva uses a 6–15 year horizon specifically for sustainability-related risks, impacts and opportunities. While this timeframe is not standard in financial planning, it reflects the pharmaceutical sector's long product development cycles.

Currently, we do not consider any of the climate change risks and opportunities assessed to have material financial effect on our business in the short-, medium- or long-term horizons. Despite not being material, there are mitigation and adaptation measures in place for several of the risks identified; therefore, our assets are not considered vulnerable to the identified climate risks.

Physical Risks

To prepare for certain physical risks (e.g. extreme weather impacts such as hurricanes and floods), we carry out loss prevention surveys, emergency response planning, and identify preparedness measures. The risks are included in the risk evaluations performed by our sites as part of their Risk Register, which is a component of our integrated EHSMS. We continually enhance our EHS&S Risk Register to ensure that sites have controls in place and are ready to mitigate risk levels, where possible. Our ability to evaluate business-interruption risks from physical climate risks and other natural catastrophes improved in 2023, when we expanded the risk register with a new risk category and updated the EHS&S Risk Matrix to include a new severity category.

Teva's loss prevention and insurance teams utilize the recent physical climate risk assessment results as one of several data inputs into their process. Relevant risks identified are considered during contingency and business-continuity planning and when determining which sites require deep-dive surveys to assess preparedness for natural-catastrophe events.

Mitigating factors, such as having adequate site emergency risk plans, emergency power generation capacity (relevant in case of natural disasters) or ensuring building roofs, materials and equipment are adequately secured and anchored in hurricane-prone areas, are put in place, where warranted, to reduce the risk of impact to manufacturing operations.

Physical risks are also considered in our supplier management processes, with mitigating factors such as multiple supplier networks, back-up facilities, safety stocks and systems to manage internal supply. Other mitigating factors include a broader property loss prevention program, which may involve provision of physical protections, back-up services and business continuity planning, and our Supplier Code of Conduct, which requires suppliers to have emergency preparedness and response measures.

We engage suppliers to set Science Based Targets (SBTi) and participate in CDP. Teva is a sponsor and a member of the Energize program – a collaboration between 26 global pharmaceutical companies to engage hundreds of suppliers in climate action and decarbonization of the pharmaceutical value chain. Teva is one of only a few Energize sponsor companies to have signed a virtual power purchase agreement as part of an Energize cohort. For more details, please refer to the [Sustainable Procurement section](#).

Transition Risks and Climate-related Opportunities

In relation to transition risks and opportunities (that we consider to be policy and legal, reputational, market and technological risks and opportunities related to our direct and indirect emissions), major process and product development, capital or technology transfer projects include an assessment of EHS&S risks to reduce negative impacts and ensure sustainable operations. This integrates elements of green chemistry, such as design for energy efficiency. As part of our Product Sustainability program, we aim to better understand how to embed eco-design principles into product development and production.

As part of our risk management, we mitigate climate-related transition risks through a transition plan that specifies actions, time horizons and resources.

Teva's Climate Transition Plan

Teva has developed a climate transition plan aligned with 1.5°C pathway and well-below 2°C scenarios, covering both direct operations and the broader value chain. For Scope 1 and 2 emissions, the plan includes transitioning to 100% renewable electricity by 2035, improving energy efficiency (through supporting 136 projects between 2024–2025), and implementing site-level decarbonization roadmaps. Scope 3 efforts focus on supplier engagement, sustainable procurement and circularity.

Key assumptions of the Transition plan include an increase in global production volume change aligned with our business strategy (2023–2030), annual energy intensity improvements of 2.4% (2021–2030) and 2.8% thereafter, and grid decarbonization based on national targets covering 82% of Teva's electricity use. Thermal and cooling decarbonization is modeled on EU trends, while supplier decarbonization assumes partial target adoption by 2030 and broader alignment by 2045. The plan does not rely on speculative technologies or unverified policies.

Teva anticipates a limited need of carbon credits to neutralize residual emissions for its 2045 net zero emissions target. However, Teva has not yet established specific milestones or committed to near-term investments related to carbon credits, but will closely monitor feasible decarbonization technological and market developments in the coming years. Any future use of carbon credits will be assessed for alignment with applicable standards and guidance to ensure credibility.

Scope 1 and 2 Decarbonization Plan and Roadmap

We established our 2030 Decarbonization Plan and Roadmap to support us in achieving our Scope 1 and 2 GHG emissions reduction targets. It is overseen by our Global Environmental Sustainability Taskforce and disseminated through the organization to various business functions and teams. It includes specific year-over-year GHG reduction targets, along with potential actions and initiatives to achieve required GHG reductions.

Our Decarbonization Plan is based on two key levers:

- energy and process efficiencies; and
- renewable electricity.

Each Teva site has a nominated Energy Champion with clearly defined roles and responsibilities to manage energy consumption and lead decarbonization efforts, with periodic reporting to site management. A training roadmap and a knowledge-sharing portal of tools with education and competencies are available.

Several of our sites have participated in a globally-coordinated program to perform detailed energy inspections, audits and surveys with the aim of identifying and evaluating energy and GHG reduction opportunities and projects. Some of the sites that previously participated have already realized significant energy reductions. We provide capital investment for energy reduction, conservation and decarbonization projects based on feasibility assessments.

Climate Risks and Opportunities: Effect on Teva's Financial Position, Financial Performance and Cash Flow

The climate scenario analysis of the physical and transitional risks and opportunities have not identified any material risks or opportunities. Given our strategy on managing climate-related risks and opportunities, we do not anticipate our financial position, performance or cash flow, in the present day or over a short-, medium-, or long-term time horizon, to significantly change due to climate-related risks and opportunities. However, Teva recognizes the importance of climate change and is actively investing to reduce its climate impact.

In 2024–2025, the Global Environmental Sustainability Taskforce executed 136 projects, which yielded \$3.6 million in savings through energy consumption reductions in 2025. Teva has a dedicated global fund for energy efficiency initiatives. Teva operational sites submit their proposals and the most attractive of those in terms of expected emissions reduction are awarded the required budget. In 2025, together with other local initiatives, this contributed to emissions reduction of 5,300 tCO₂e. We have set a 2026 fund of \$6 million, which is expected to contribute to additional emissions reduction in 2026–2028.

Further Enhancement of Our Climate-risk Processes and Capabilities

In 2025, to strengthen our climate-risk processes and capabilities, we:

- **Reassessed our sustainability impacts, risks and opportunities (IROs) for sustainability disclosure purposes:** based on DMA results, climate action and resilience are material for Teva. However, climate risks are immaterial, nevertheless, we will continue to voluntarily report on the risks assessment results and actions.
- **Integrated climate risks into our ERM processes and defined a process to further integrate them into EHS&S risk processes:** we assessed existing risk processes and have successfully integrated climate risks into our ERM Framework and identified enhancements to our EHS&S risk management processes.
- **Introduced an internal carbon price to support our climate-related targets and manage transitional risks:** starting in 2024, we developed a pricing mechanism and set an internal rate of \$110 per tonne of CO₂e for Scope 1 & 2. In 2025, we integrated it into our global CapEx process for selected projects, and launched pilot phases for broader implementation starting in 2026.
- **Expanded physical climate risk assessment site coverage:** in 2025, we broadened assessments to include additional LATAM sites, improving our ability to manage physical climate-related risks and inform strategic decisions.

Metrics and Targets¹

Our Healthy Future strategy climate-related targets were derived using the cross-sector decarbonization approach, as utilized by the SBTi's Corporate Net-Zero Standard. As validated by the SBTi in 2022, our near-term 2030 Scope 1 and 2 and our Scope 3 GHG emissions reduction targets are aligned with international efforts to achieve 1.5°C, and well below 2°C, respectively. These targets were approved by Teva's Executive Management (EM) and endorsed by the Board of Directors, and form part of the EM variable remuneration. We also commit to achieving net zero by 2045 and expect to make a formal commitment to the SBTi against its net zero standard.

The table below outlines our main targets and KPIs according to physical and transition risks and opportunities.

Target	KPI	Performance
Transition Risks		
Achieve net zero emissions across our operations and value chain by 2045 ²	Scope 1, 2 and 3 GHG emissions	<ul style="list-style-type: none"> See below for Scope 1, 2 and 3 GHG emissions performance
Reduce absolute Scope 1 and 2 GHG emissions by 25% by 2025 and by 46% by 2030 (vs. 2019) ^{3,4}	Scope 1 and 2 GHG emissions	<ul style="list-style-type: none"> 2025 Scope 1 GHG emissions: 229,331 2025 Scope 2 GHG emissions, market-based: 161,989 Total 2025 Scope 1 and 2 GHG emissions: 391,320 2025 reduction relative to 2019 baseline: 39%
Reduce absolute Scope 3 GHG emissions by 25% by 2030 (vs. 2020) ⁴	Scope 3 GHG emissions	<ul style="list-style-type: none"> 2025 Scope 3 GHG emissions: 3,652,297 2025 reduction relative to 2020 baseline: 32%
Engage with significant suppliers to get 80% committed or approved by the SBTi by 2030 ⁵	Significant suppliers with commitment to set or approved target by the SBTi	<ul style="list-style-type: none"> Out of 1,279 suppliers, 664 (52%) of significant suppliers with a commitment to set or approve SBTi targets, 113 (17%) of them started engagement in 2025
Achieve 100% renewable electricity use by 2035	% electricity purchased or generated from renewable sources	<ul style="list-style-type: none"> 2025 electricity sourced or generated from renewable sources: 60%

1 Teva has considered the industry-based disclosure topics defined in the Industry-based Guidance on Implementing IFRS S2. These disclosures were deemed not applicable for Teva.

2 According to the Science Based Targets initiative (SBTi) net zero standard. We intend to make an official SBTi net zero commitment in 2027. Our net zero target was approved by the Sustainability Steering Committee, the Sustainability Forum, and endorsed by the Board of Directors and Global EHS&S Committee in 2024.

3 Sustainability-linked bond target (2030 target has been validated by SBTi as meeting their near-term standard).

4 Scope 1 and 2, and Scope 3 targets are gross targets.

5 In 2025, the supplier scope has been redefined to prioritize high-emitting suppliers that also drive significant Teva spend, now including 1,279 suppliers.

Our Scope 1 and 2 GHG emissions are verified in accordance with the GHG Protocol and ISO 14064-3:2006 standard by SGS, to a limited assurance level. The full verification statement is [here](#). Our Scope 3 GHG emissions are verified in accordance with International Standard on Assurance Engagement (ISAE) 3000 standard by DNV, with limited assurance. The full verification statement is [here \(pages 67-71\)](#). More information relating to Teva's climate disclosures can be found within our [CDP](#) submission.

Forward-Looking Statements Disclaimer:

This document contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which are based on management's current beliefs and expectations and are subject to substantial risks and uncertainties, both known and unknown, that could cause our future results, performance or achievements to differ significantly from that expressed or implied by such forward-looking statements. These forward-looking statements include statements concerning our plans, strategies, objectives, future performance and financial and operating targets, and any other information that is not historical information. Important factors that could cause or contribute to such differences include risks relating to: changes in climatic, economic, operational, sectoral, political or other circumstances; new or amended legislative or regulatory requirements relating to environmental or climate change or climate risk-related laws or the interpretation thereof; our ability to successfully compete in the marketplace; our ability to successfully execute our Pivot to Growth strategy; our significant indebtedness; our business and operations in general; compliance, regulatory and litigation matters, including environmental risks and the impact of ESG issues; the impact of the state of war declared in Israel and the military activity in the region; other financial and economic risks; our exposure to changes in international trade policies, including the imposition of tariffs in the jurisdictions in which we operate; and other factors discussed in this document, in our Quarterly Report on Form 10-Q for the first quarter of 2026 and in our Annual Report on Form 10-K for the year ending December 31, 2025, including in the sections titled "Risk Factors" and "Forward-Looking Statements." Forward-looking statements speak only as of the date on which they are made, and we assume no obligation to update or revise any forward-looking statements or other information contained herein, whether as a result of new information, future events or otherwise. It is cautioned to not put undue reliance on these forward-looking statements.

Key Climate Actions

Our climate action approach includes prioritizing energy efficiency, expanding renewable electricity use, deepening supplier engagement and advancing product sustainability. The table below provides a retrospective and/or forward-looking description of key actions being taken by Teva to advance this topic.

Key Actions	Description of the Key Actions	Scope	Timeframe to Complete the Action	Expected Outcomes	2025 Progress
Broad implementation of a shadow internal carbon price (ICP) mechanism	Implement a mechanism for net present value (NPV) calculations for significant energy-related capital investments to drive low-emissions investment decisions.	Own operations: all production sites	2024–2027	Integrate ICP into relevant capital allocation decisions to promote decarbonization.	In progress: six sites in pilot phase
Energy technology transformation roadmap development	Identify low-emissions energy technologies in operations to drive decarbonization.	Own operation	2025–2030	Detailed plan with technologies, locations and timeframe for installation.	N/A
Initiate transition from spend-based Scope 3 emission calculations to supplier-specific emissions	Capture supplier-specific emissions through targeted outreach to replace less accurate category-level estimates, enabling identification of suppliers with the greatest Scope 3 impact and prioritization for decarbonization efforts.	Upstream: significant suppliers	2023–2027	Improve understanding of supplier maturity on decarbonization, enabling targeted action and sustaining other actions such as sustainability contract clauses.	45% of invited suppliers submitted Scope 3 metrics through CDP's questionnaire

GRI 302-1: Energy Consumption Within the Organization

Energy Consumption (MWh)	2023	2024	2025
Natural gas (Scope 1)	851,310	869,097	834,979
Fuel oil (Scope 1)	14,686	54,074	55,684
Diesel fuel (Scope 1)	57,048	29,150	24,424
Liquefied petroleum gas (LPG) (Scope 1)	44,817	43,616	40,788
Propane (Scope 1)	131	2,993	79
Petrol: Mobile (Scope 1)*	83,116	85,911	84,321
Liquified natural gas (LNG) : Mobile (Scope 1)	555	267	252
Diesel: Mobile (Scope 1)	42,328	34,340	30,457
Liquefied petroleum gas (LPG): Mobile (Scope 1)	0	2	0
Renewable electricity produced (Scope 1)	7,189	10,181	1,615
Non-renewable electricity purchased from grid (Scope 2)	538,355	402,048	333,455
Non-renewable heating purchased (Scope 2)	17,846	18,576	3,686
Renewable heating purchased (Scope 2)	0	0	18,751
Total heating purchased (Scope 2)	17,846	18,576	22,436
Steam purchased (Scope 2)	78,423	80,807	86,756
Renewable electricity purchased (Scope 2)	354,225	402,048	492,259
Scope 1 – Non-renewable energy	1,093,991	1,119,450	1,070,983
Scope 1 – Renewable energy	7,189	10,181	1,615
Scope 1 – % of renewable energy	1%	1%	0%

Energy Consumption (MWh)	2023	2024	2025
Scope 2 – Non-renewable energy	634,624	501,431	423,897
Scope 2 – Renewable energy	354,225	402,048	511,009
Scope 2 – % of renewable energy	36%	44%	55%
Total energy consumption (Scope 1 and 2)	2,090,029	2,033,110	2,007,504
Total non-renewable consumption (Scope 1 and 2)	1,728,615	1,620,881	1,494,880
Total renewable energy (Scope 1 and 2)	361,414	412,229	512,625
Scope 1 and 2 – % of renewable energy	16%	20%	26%
% of renewable electricity**	39%	47%	60%

* We adopt a conservative approach by categorizing transportation energy sources such as hybrid, plug-in hybrid, and other origins as petrol-based.

** The indicator relating to renewable electricity purchased and generated as a proportion of the total is calculated based on electricity purchased and generated prior to accounting for structural changes, e.g. divestment or acquisitions, that may have occurred in that given year.

Note: Steam purchased data for 2023–2024 has been revised to enhance accuracy, addressing discrepancies identified within the units used at one site.

GRI 302-3: Energy Intensity

	Unit	2023	2024	2025
Energy intensity	kWh/revenue (USD)	0.125	0.127	0.116
Year-on-year change in intensity	%	-10%	1%	-8%

Note: Energy consumption data relates only to facilities (e.g. excludes transportation). Energy consumption data used for intensity calculation differs from the published data as it includes the energy consumption of divested sites. This is to provide a fair comparison, as the published energy consumption data has been adjusted to consider business divestment, while the published revenue data (our denominator) has not.

GRI 305-1: Direct (Scope 1) GHG Emissions; GRI 305-2: Energy Indirect (Scope 2) GHG Emissions and GRI 305-3: Other Indirect (Scope 3) GHG Emissions

GHG Emissions	Units	2019	2020	2021	2022	2023	2024	2025
Scope 1 emissions	tons CO ₂ e	297,915	286,704	279,551	249,556	238,956	241,128	229,331
Scope 2 emissions (location-based)*	tons CO ₂ e	N/A	N/A	N/A	N/A	349,260	337,970	299,062
Scope 2 emissions (market-based)	tons CO ₂ e	344,647	317,263	273,463	229,219	229,970	207,915	161,989
Total GHG emissions (Scope 1 and 2 [market-based])	tons CO ₂ e	642,562	603,967	553,013	478,775	468,925	449,042	391,320
Scope 1 and 2 (market-based) GHG emissions cumulative change from baseline 2019** (SLB SPT #2a)	%	N/A	-4	-13%	-24%	-26%	-29%	-39%
Scope 3 emissions	tons CO ₂ e	N/A	5,377,473	5,054,028	4,273,723	4,178,311	4,035,831	3,652,297
Scope 3 GHG emissions cumulative change from baseline 2020	%	N/A	N/A	-6%	-21%	-22%	-24%	-32%

Note: Total Scope 3 emissions for 2020–2024 have been restated to reflect the updated calculation methodology applied to Scope 3 Category 11.

* The following countries have approximately 100% renewable electricity contracts covering electricity use at our production sites: Chile, Croatia, Czech Republic, Germany, Hungary, Ireland, Israel, Italy, Lithuania, Romania, Spain, UK. We also have approximately 100% renewable electricity contracts in place covering electricity use at our non-production sites in the following countries: Bulgaria, Croatia, Estonia, Hungary, Iceland, Israel, Italy, Latvia, Lithuania, Poland, Portugal, Singapore, Sweden, Switzerland, UK. We use a mix of solutions, including VPPAs, GOs, I-RECs, purchased electricity contracts, self-generated solar energy and others. In addition, in 2025, district heating, newly defined locally in Germany as renewable, was purchased for the first time.

** Emissions are counted toward Teva's sustainability-linked bond key performance indicator to reduce absolute Scope 1 and 2 GHG emissions by 25% by 2025 (vs. 2019).

Teva applies the operational control approach for GHG data. This approach effectively captures the entirety of Teva's operations and financial entities, providing a holistic and transparent view of the organization's global impact and performance. The source of the emission factors used includes:

Scope 1: Department for Environment, Food & Rural Affairs (DEFRA 2025), Intergovernmental Panel on Climate Change (AR6)

Scope 2: International Energy Agency (IEA) 2025–2023 data, US Residual Mix (Green-e Energy Emissions Rates) 2025, Green-e Residual Mix (2023 certified sales), RE-DISS Residual European Mix European Residual Mix 2024, and energy suppliers (market-based emission factors). Renewable energy was accounted for with a zero emission factor. Scope 1 and 2 GHG emission data refers to the total amount of emissions resulting from various sources, including energy consumption (which accounts for approximately 90% of Teva's Scope 1 and 2 GHG emissions) and other sources, including but not limited to, process and fugitive emissions (which account for the remaining approximately 10%).

2025 is the eleventh consecutive year Teva's Scope 1 and 2 GHG emission data has undergone external assurance, and the fifth year for our full Scope 3 GHG emissions. The level of assurance for all three scopes is classed as "limited". The GHG emission inventory that is presented for external assurance accounts for 100% of Teva's known GHG emissions across the entire business, operations and value chain.

Our Scope 1 and 2 external assurers typically assess between 60% and 80% of the source data as part of their process. The scope of our external assurance also includes verification of our performance against our GHG emission reduction targets, as compared with our stated baseline and its readjustment. Our Scope 1 and 2 GHG emissions are verified against the GHG Protocol, according to the ISO 14064-3:2019 standard by SGS. The full verification statement can be found [here](#). Teva's Scope 3 GHG emissions are verified in accordance with International Standard on Assurance Engagement (ISAE) 3000 standard by DNV. For further information, please see our Independent Assurance Statement on page 67 of our [Healthy Future Report](#).

Emission by Source (tons CO ₂ e): Scope 1 & 2 (Market-Based)	2023	2024	2025
Stationary emissions (facility energy)	416,525	400,616	346,043
Transportation emissions	30,434	28,949	27,945
Refrigerants/fugitive emissions/process emissions	21,967	20,140	17,333

Direct (Scope 1) GHG Emissions

	Emission by Gas (tons CO ₂ e)	2025
CO ₂		211,334
CH ₄		309
N ₂ O		356
HFC _s		17,333

Note: The GHG emissions selection and calculation has been conducted based on the Kyoto Protocol.

GRI 305-3: Indirect (Scope 3) GHG Emissions

GHG Emissions, tons CO2e	2023	2024	2025
Category 1: Purchased goods and services	2,644,965	2,464,952	2,172,650
Category 2: Capital goods	12,173	8,259	15,578
Category 3: Fuel- and energy-related activities (not incl. in Scope 1 or 2)	174,487	104,356	91,100
Category 4: Upstream transportation and distribution	94,744	73,510	66,167
Category 5: Waste generated in operations	18,949	18,757	17,667
Category 6: Business travel	16,328	16,975	9,847
Category 7: Employee commuting	20,400	20,400	15,263
Category 9: Downstream transportation and distribution	79,803	83,082	60,484
Category 10: Processing of sold products	39,033	41,726	51,763
Category 11: Use of sold products	658,021	723,761	715,334
Category 12: End-of-life treatment sold products	413,026	470,586	427,841
Category 13: Downstream leased assets	47	50	39
Category 15: Investments	6,335	9,417	8,564

Note: In 2025, Category 2: Capital Goods emissions increased due to higher site maintenance investment and, consequently, increased capital goods spending. In contrast, Category 6: Business Travel emissions decreased due to changes in travel patterns and increased reliance on virtual collaboration, resulting in lower overall travel activity; reported emissions also include rail travel, which was not included in prior years. In 2025, Category 7 emissions were calculated using an updated distance-based average-data methodology based on employee headcount by country, proxy assumptions for average commuting distance and modal split, and a uniform hybrid-working assumption. Prior-year Category 11 emissions were restated after updating the calculation methodology based on the use-phase emissions factor instead of the total life-cycle factor, reducing Category 11 emissions by 4%.

We have applied a spend-based calculation methodology to Scope 3 categories 1, 2 and 4, utilizing an Environmentally Extended Multiregional Input-Output approach. This model maps economic transactions across sectors and regions, and integrates environmental data, tracing indirect emissions. Additionally, we have included any primary data we have been able to collect from our CDP supply chain efforts as part of 2025 Category 1 emissions.

Scope 3 categories 9, 10 and 13 were obtained through a spend-based approach, covering transportation and distribution expenditures, sold unfinished manufactured goods and revenue from building leases. For Category 12, spend-based data on packaging was converted into quantities and combined with quantity-based emissions factors. Category 15 used a ratio of enterprise value sales to estimate GHG emissions associated to Teva's investments.

For Scope 3 categories 3, 5, 6 and 11, we continue utilizing inventory-based calculation methodology:

- Category 3 is based on energy consumption (emission factors – DEFRA and IEA);
- Category 5 is based on waste and wastewater generated in operations data (emission factors – DEFRA);
- Category 6 is based on distance traveled (emission factors – DEFRA);
- Category 11 is based on volume of gas inserted in inhalers (GWP – IPCC);

Category 7 is based on number of employees, and their respective countries.

Category 8 is reported as part of Scope 1 and 2 data emissions, while Category 14 (franchises) is not applicable to Teva.

The table below details some of the mechanisms used to engage and assess our suppliers on their decarbonization practices.

Climate Action in Our Supply Chain	2023	2024	2025
Percentage of significant suppliers* with either commitment to set or approved SBTi targets	37%	33%	52%
Number of significant suppliers* that joined SBTi in the year	83	208	113
Number of significant suppliers* registered to Energize program	113	176	266
Number of significant suppliers* invited to submit the CDP supply chain questionnaire in the year	363	444	200
Number (percentage) of significant suppliers that submitted the CDP supply chain questionnaire in the year	171 (47%)	230 (52%)	89 (45%)

* Significant suppliers are identified based on a defined set of criteria, including highest spend, links to antimicrobial resistance (AMR) and those targeted for sustainability initiatives based on a sustainability maturity model. These suppliers collectively represent 38% of Category 1 Scope 3 GHG emissions.

Note: 2023–2024 data was updated due to changes in the calculation methodology.

Pharmaceuticals in the Environment

We are committed to reducing the impact of pharmaceuticals in the environment (PiE). PiE, including antimicrobial resistance (AMR), arise from various sources across the product life cycle. We take action to manage and reduce impacts from our manufacturing footprint and beyond. The table below provides a retrospective and/or forward-looking description of key actions being taken by Teva to advance this topic.

Key Actions	Description of the Key Actions	Scope	Timeframe to Complete the Action	Expected Outcomes	2025 Progress
Perform PiE Assessments for Teva sites that handle antimicrobials	Evaluate discharge levels of antimicrobials for relevant sites.	Own operations: applicable Teva sites	2023–2035	100% of applicable Teva antimicrobials sites discharging within safe limits.	73% of applicable sites with RQ<1
Perform PiE Assessments for Teva sites that handle Priority APIs¹	Evaluate discharge level for Priority APIs for relevant sites.	Own operations: applicable Teva sites	2023–2040	100% of applicable Teva priority API sites discharging within safe limits.	42% of applicable sites with RQ<1
Implement mitigation measures according to assessment results	Implement mitigation measures to enable safe discharge levels to be achieved for Teva sites that handle antimicrobials and priority APIs.	Own operations: applicable Teva sites	2035 for AMR 2040 for Priority APIs	100% of applicable Teva sites discharging within safe limits.	73% of applicable AMR sites and 42% of applicable Priority APIs sites with RQ<1
Complete AMR stewardship programs	Disseminate digital messaging to GPs in Kenya on correct antibiotic prescribing practices.	Downstream: underserved populations/patients	2024–2026	40,000 HCPs and 400,000 patients reached by our AMR stewardship campaigns in Germany and Kenya.	65,537 HCPs and 398,250 patients reached
Initiate additional AMR stewardship program	Establish AMR Champions in the UK and South Africa to conduct AMR stewardship within healthcare system.	Downstream: underserved populations/patients	2026–2027	TBC	TBC

¹ Defined by Teva as including hormones, cytotoxins and other APIs on the European Union Water Framework Watch List.

GRI 303-2: Management of Water Discharge-related Impacts

Our Environmental, Health, Safety and Sustainability (EHS&S) standards prescribe minimum engineering requirements for specific types of above- and below-ground wastewater treatment units and piping to protect groundwater and surface water bodies. Our standards for on-site wastewater treatment depend on the level of risk posed by the discharge, and regulatory standards and requirements. Sites are required to conduct risk assessments to determine controls needed to protect groundwater and surface water bodies from unplanned releases from wastewater units and pipes to meet minimum requirements.

Nearly all our operational and R&D sites have primary treatment to adjust pH levels. As necessary, sites use secondary treatment involving biological processes, and tertiary treatment involving membrane separation, carbon beds or other technologies. We dictate wastewater monitoring through regulatory requirements, which may include conventional standards such as pH, biological oxygen demand (BOD) and total suspended solids (TSS).

With respect to Pharmaceuticals in the Environment (PiE), we determine active pharmaceutical ingredient (API) safe discharge levels through an environmental risk assessment. For a detailed description of how we determine safe discharge levels, see our [Position on Pharmaceuticals in the Environment](#).

AMR & Priority APIs	2023	2024	2025
Teva sites with safe discharge level of antimicrobials*	65%	73%	73%
Teva sites with safe discharge level of priority APIs	44%	60%	42%

Note: Established in 2022 based on the ten highest-volume sites and maintained through 2024, the priority API KPI expanded in 2025 to include nine additional lower-volume sites. As the AMR and Priority API baselines are intentionally dynamic, changes in network configuration, volumes and product transfers may result in flat or reduced reported progress without reflecting a loss of underlying momentum.

* To enhance alignment with the actual scope of the KPIs, the term 'antimicrobials' was introduced this year, and the prior terminology was revised.

Waste

GRI 306-3: Waste Generated

Waste composition	2023			2024			2025		
	Waste generated	Waste diverted from disposal (recovery treatment types)	Waste directed to disposal (disposal treatment types)	Waste generated	Waste diverted from disposal (recovery treatment types)	Waste directed to disposal (disposal treatment types)	Waste generated	Waste diverted from disposal (recovery treatment types)	Waste directed to disposal (disposal treatment types)
Hazardous	61,552	20,131	41,421	61,478	18,977	42,501	63,999	24,602	39,397
Non-hazardous	43,064	22,411	20,653	40,619	24,061	16,558	38,501	22,416	16,086
Total	104,615	42,542	62,074	102,097	43,039	59,058	102,500	47,017	55,483
% diverted from disposal and disposed	-	41%	59%	-	42%	58%	-	46%	54%

Note: Figures are affected by rounding adjustments and slight discrepancies might be present between category total values and the sum. Waste data for 2023–2024 has been revised to enhance accuracy, addressing discrepancies identified in the input data.

GRI 306-4: Waste Diverted from Disposal; GRI 306-5: Waste Directed to Disposal

Waste by Composition, in Metric Tons	2023			2024			2025		
	On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
Waste diverted from disposal by recovery treatment types									
Hazardous waste									
Preparation for reuse	0	88	88	0	86	86	0	80	80
Recycling	5,696	14,347	20,043	5,200	13,691	18,892	0	24,522	24,522
Total	5,696	14,435	20,131	5,200	13,777	18,977	0	24,601	24,602

Waste by Composition, in Metric Tons	2023			2024			2025		
	On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
Non-hazardous waste									
Preparation for reuse	37	2,243	2,281	36	5,501	5,538	29	2,615	2,644
Recycling	0	20,130	20,130	0	18,523	18,523	1	19,771	19,772
Total	37	22,374	22,411	36	24,025	24,061	29	22,386	22,416
Waste directed to disposal by treatment type									
Hazardous waste									
Incineration (with energy recovery)	0	4,133	4,133	0	16,057	16,057	0	15,473	15,473
Incineration (without energy recovery)	0	17,618	17,618	0	3,832	3,832	0	3,583	3,583
Landfilling	0	2,761	2,761	0	3,225	3,225	0	3,453	3,453
Other disposal operations	0	16,909	16,909	0	19,387	19,387	0	16,888	16,888
Total	0	41,421	41,421	0	42,501	42,501	0	39,397	39,397
Non-hazardous waste									
Incineration (with energy recovery)	0	6,218	6,218	0	5,886	5,886	0	4,817	4,817
Incineration (without energy recovery)	0	1,299	1,299	0	702	702	0	700	700
Landfilling	0	5,683	5,683	0	4,304	4,304	0	5,688	5,688
Other disposal operations	0	7,452	7,452	0	5,665	5,665	0	4,881	4,881
Total	0	20,653	20,653	0	16,558	16,558	0	16,086	16,086

Note: Figures are affected by rounding adjustments and slight discrepancies might be present between category total values and the sum. Waste data for 2023–2024 has been revised to enhance accuracy, addressing discrepancies identified in the input data. Due to the reclassification of a former waste stream, the on-site recycling of hazardous waste stream is no longer applicable as of 2025.

Waste Intensity (per revenue in millions of US\$)	2023	2024	2025
Non-hazardous total waste intensity	2.72	2.46	2.23
Hazardous total waste intensity	3.88	3.72	3.71
Total waste intensity	6.60	6.17	5.94

Note: Waste data for 2023–2024 has been revised to enhance accuracy, addressing discrepancies identified in the input data.

GRI 306-1: Waste Generation and Significant Waste-Related Impacts

As a large manufacturer and supplier of pharmaceutical products, material inputs to our business include various raw materials required to produce drug substances and drug products, packaging materials and materials required for facility maintenance and operations. Outputs from production, research and distribution processes are predominantly the same materials in waste format, either processed or in their original format if not utilized.

GRI 306-2: Management of Significant Waste-Related Impacts

Our sites are responsible for ensuring compliance with all required regulations and our standards relating to waste management, as required by our EHSMS. Each site provides waste data to Global Environmental, Health, Safety and Sustainability (GEHS&S), where it is consolidated, validated and analyzed for reduction, reuse or recycling opportunities, including by using the waste score deployed in 2025.

We include specific contractual provisions for waste management vendors to ensure the proper management and disposal of Teva's waste in our waste minimization and management standard. It also sets out how our sites are to periodically assess all waste management vendors handling waste from Teva facilities – whether for reuse, recycling, recovery, storage or disposal – to determine if they meet our compliance requirements. We have increased the robustness of our waste vendor approval process to better assure lower risk and compliant management of our waste. During 2025, our sites generated ten risk assessments for waste disposal activities categorized by Teva's standards as "Conditional". According to our established process, these assessments underwent review by our global EHS&S specialists. The majority were confirmed to have low environmental impact, for those with a higher risk level, a mitigation plan is required to be developed by the waste vendor.

Hazardous Waste

We expect all sites to comply with applicable regulations in their jurisdictions for labeling, storing, handling and transporting hazardous waste. Our EHSMS establishes standards and specifications for sites to minimize waste generated by operations. Many of our sites recycle spent organic solvents generated from operational processes, for example, by regenerating solvents onsite using distillation columns and strippers. Our GEHS&S team is working with certain sites to better assure that their offsite recycling efforts have no adverse environmental impacts.

Packaging Waste

Our global sustainability packaging program is designed to reduce product packaging waste. For upstream benefits in our value chain, the program focuses on reducing weight and increasing recycled content of secondary packaging to lessen use of virgin materials and pressures on non-renewable and stressed-renewable resources and carbon emissions. Downstream, the program lowers carbon emissions associated with product transport and waste generated from end-users of our products. Because primary packaging is highly regulated by drug regulatory agencies, we primarily focus on secondary packaging, more specifically on reducing box and leaflet reduction.

The Food and Drug Administration (FDA) requirements and the EU Packaging and Packaging Waste Regulation (PPWR) aim to reduce usage of single-use plastics and packaging. Although specific key pharma packaging and recycling of content in plastic are temporarily exempted, the PPWR imposes phased implementation from August 2026, initially focused on high-priority packaging types. In 2025, Teva's Packaging Working Group set about identifying the appropriate system for baseline establishment and the packaging that would require change to meet the upcoming recyclability and recycled content rules. It also generated a clear action plan and timeline, and progressed advocacy efforts with trade associations to clarify implementation.

For more information about our management of waste, see [our Position on Environmental Sustainability](#) and [Position on Pharmaceuticals in the Environment](#).

Teva Site Waste Highlights

Waste Reduction and Circularity Progress at Teva

TAPI Israel	By installing recycling bins, the Plantex Netanya site diverted 20% of non-hazardous waste from landfill, about 9.6 tons through the year, supporting circular economy principles.
UK	The Runcorn warehouse saw the opportunity to reduce use of virgin materials and cost by purchasing used euro pallets from the distributor and resupplying Teva sites in the EU. To November 2025, the warehouse has reused 4,400 pallets, which equates to approximately 110 tonnes of virgin wood, and the avoidance of 30 tCO ₂ e. The site has also generated a saving of GBP 38,000.
Czech Republic	More than 50 tons of cardboard, wood and metals have been recycled in Opava, which has saved energy equivalent to the annual consumption of 100+ households.
India	Workflow redesign using DMAIC (define, measure, analyze, improve, control) processes reduced paper waste, avoiding 490 kg of CO ₂ emissions and saving the equivalent of 18 trees, reinforcing sustainable practices.
USA	In 2019 and 2020, the Cincinnati manufacturing site spent approximately USD 340,000 on wooden pallets per year but, through a better pallet management program, the cost has been slashed by 60%. The program utilizes three steps – pallet reuse, a core rebate program and scrap pallet use. Since 2021, zero pallets have been sent to landfill, saving the equivalent of over 2,500 trees.

Take-Back Schemes

Teva supports medicine take-back programs that have been established across the world.

In the Netherlands, Teva's Retourbox program provides collection boxes at pharmacies and hospitals for customers to return unused medicines. The program is managed by our Commercial team at the Haarlem site, in close collaboration with pharmacists, wholesalers and the Institute for Responsible Medication Use. Through this initiative, Teva is the first pharmaceutical company to offer pharmacies, hospitals and consumers practical support in the collection of medication waste. The program is currently implemented in approximately 25% of all pharmacies. In addition, hospitals and general practitioners have also placed Teva's Retourbox in outpatient areas, further expanding the reach and impact of the program.

Teva Canada is a member of the Health Products Stewardship Association (HPSA), which operates free take-back programs to safely dispose of unwanted medications and used sharps in several Canadian provinces. In addition to helping producers meet their stewardship obligations, HPSA assists collection sites in implementing these programs and educating consumers on safe disposal practices, thereby strengthening connections within communities and the industry.

Similar initiatives are ongoing in Spain through the SIGRE program, a non-governmental organization that supports medicine take-back efforts in Spain.

In the USA, Teva is a member of the Pharmaceutical Product Stewardship Working Group (PPWSG), which coordinates the pharmaceutical industry's efforts to respond to household pharmaceutical products and sharps take-back laws.

Water

GRI 303-3: Water Withdrawal

Water Withdrawal	Units	2023		2024		2025	
		All Areas	Areas With Water Stress	All Areas	Areas With Water Stress	All Areas	Areas With Water Stress
Surface water (Total)	ML	364	0	317	0	320	0
Freshwater (≤1,000 mg/L Total Dissolved Solids)	ML	364	0	317	0	320	0
Other water (>1,000 mg/L Total Dissolved Solids)	ML	0	0	0	0	0	0
Groundwater (Total)	ML	1,262	313	1,189	322	1,156	273
Freshwater (≤1,000 mg/L Total Dissolved Solids)	ML	1,106	288	970	290	986	248
Other water (>1,000 mg/L Total Dissolved Solids)	ML	156	25	218	32	170	25
Third-party water (Total)	ML	4,161	1,110	3,989	986	3,711	1,060
Freshwater (≤1,000 mg/L Total Dissolved Solids)	ML	4,161	1,110	3,989	986	3,711	1,060
Other water (>1,000 mg/L Total Dissolved Solids)	ML	0	0	0	0	0	0
Total third-party water withdrawal by withdrawal source across areas with water stress							
Surface water	ML		759		610		615
Groundwater	ML		142		189		277
Seawater	ML		209		187		165
Produced water	ML		0		0		3
Water withdrawal total	ML	5,788	1,423	5,495	1,308	5,186	1,333

Note: Teva does not directly withdraw seawater. Figures are affected by rounding adjustments and slight discrepancies might be present between category total values and the sum. 2025 data reflects an updated scope of sites based on our most recent water stress risk assessment.

GRI 303-5: Water Consumption

Water Consumption	Units	2023		2024		2025	
		All Areas	Areas With Water Stress	All Areas	Areas With Water Stress	All Areas	Areas With Water Stress
Water consumption (with evaporation pond)	ML	1,264	612	1,220	625	1,283	647
Water consumption (without evaporation pond)	ML	1,401	750	1,336	741	1,383	747
Water intensity consumption (with evaporation pond)	ML/revenue (in billions of US\$)	80		74		74	
Water intensity consumption (without evaporation pond)	ML/revenue (in billions of US\$)	88		81		80	

Note: Figures are affected by rounding adjustments and slight discrepancies might be present between category total values and the sum. 2025 data reflects an updated scope of sites based on our most recent water stress risk assessment. The minor increase in 2025 reflects production and process changes, as well as network adjustments.

GRI 303-4: Water Discharge

		Units	2023		2024		2025	
			All Areas	Areas With Water Stress	All Areas	Areas With Water Stress	All Areas	Areas With Water Stress
Wastewater discharge by destination	Surface water	ML	1,500		1,265		359	
	Groundwater	ML	210		152		176	
	Evaporation pond	ML	137		117		100	
	Seawater	ML	0		0		0.00	
	Third-party water (Total)	ML	2,677		2,742		3,268	
	Third-party water sent for use to other organizations	ML	0		0		0	
Wastewater discharge by freshwater and other water	Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	ML	2,099	429	1,977	341	1,739	319
	Other water ($> 1,000$ mg/L Total Dissolved Solids)	ML	2,425	382	2,297	343	2,164	367
Total wastewater discharge	Surface water + groundwater + seawater + third-party water + evaporation ponds	ML	4,524	811	4,275	684	3,903	686
Total wastewater discharge (excluding evaporation pond)		ML	4,386	674	4,158	567	3,803	586

Note: Figures are affected by rounding adjustments and slight discrepancies might be present between category total values and the sum. 2025 data reflects an updated scope of sites based on our most recent water stress risk assessment.

GRI 303-1: Interactions with Water as a Shared Resource

Access to clean and reliable water supplies is essential to our continued business operations. We generally withdraw water from third-party water suppliers, such as municipality-owned water networks; we source the remainder from on-site bore wells and surface water where available and permitted. Most of the water usage at our manufacturing facilities occurs during drug substance and product manufacturing, with a significant proportion of this usage associated with the utilities and auxiliary equipment needed to create the right production environment.

Product Stewardship

As chemical safety regulations continue to evolve globally, Teva maintains a robust and aligned approach to product stewardship and hazard communication to protect people, communities and the environment. We require all sites to identify and assess chemicals used or handled on-site, ensure accurate and up-to-date Safety Data Sheets (SDS) and product labeling, and comply with applicable regulations.

In 2025, Teva's Occupational and Environmental Health Sciences (OEHS) team proactively reviewed and updated regional SDS and labeling formats to meet new regulatory requirements, supporting uninterrupted supply of essential medicines. OEHS has developed over 500 SDS and labels and almost 300 health-based exposure limits to keep employees safe when manufacturing drugs, by helping them understand the potential health hazards of the substances they handle.

Teva embeds environmental and safety considerations early in product and process development through its Responsible and Inherently Safer Process and Product Design Standard. This governance framework requires structured EHS&S assessments for new products, technology transfers, and capital projects, helping to identify risks early, reduce environmental impacts, and advance safer, more sustainable operations across our global network.

We are addressing sustainable packaging to reduce our footprint and prepare Teva for upcoming regulation such as the Food and Drug Administration (FDA) requirements and the EU Packaging and Packaging Waste Regulation (PPWR) to reduce usage of single-use plastics and packaging and improve packaging reusability.

Other Environmental Topics

Teva's Environmental Management System

We review individual corporate Environmental, Health and Safety (EHS) standards that are a part of our EHSMS on a periodic cycle and update them as needed to address changes in EHS risk and incorporate lessons learned. Over the past three years, we have completed 93% (56 out of 60) of the scheduled audits, encompassing 53% of Teva's employees. Eleven of our manufacturing facilities hold either ISO 14001 or European Eco-Management and Audit Scheme (EMAS) certification. The sites that hold certifications at the end of 2025 include the following:

Site	Country	Certification	Date of Certification (dd/mm/yy)	End of Certification (dd/mm/yy)
Dupnitsa	Bulgaria	ISO 14001	26/11/25	25/11/28
Opava (TAPI & Pharma)	Czech Republic	ISO 14001	08/04/25	07/04/28
Gajraula	India	ISO 14001	20/02/23	20/02/26
Waterford	Ireland	ISO 14001	05/11/24	18/10/27
Krakow	Poland	ISO 14001	15/03/25	14/03/28
Harlow	United Kingdom	ISO 14001	17/05/23	16/05/26
Ridings Point	United Kingdom	ISO 14001	17/05/23	16/05/26
Munro	Argentina	ISO 14001	09/12/24	21/04/27
Ulm – Weiler (Ulm – Distribution; Ulm Biotech)	Germany	ISO 14001 EMAS	06/10/23 19/10/23	08/10/26 08/10/26
Bulebel	Malta	ISO 14001	12/01/24	12/01/27

Teva's Energy Management System

Site	Country	Certification	Date of Certification (dd/mm/yy)	End of Certification (dd/mm/yy)
Harlow and Ridings Point	United Kingdom	ISO 50001	24/04/2023	23/04/2026
Savski Marof and Zagreb	Croatia	ISO 50001	06/12/2023	05/12/2026

The EHS&S Academy

Our EHS&S Academy aims to educate employees on key topics, such as drug development and various EHS&S matters. In 2025, speakers at our EHS&S Academy covered subjects including legal as a competitive advantage, environmental sustainability, inappropriate regulation of titanium dioxide, global product introductions, words and consequences, clinical studies and drug development, dedicated manufacturing and highly sensitizing compounds.

Transportation of Hazardous Materials

Transport of hazardous materials is managed on an operational level. Sites must establish programs for proper chemical classification and labeling of hazardous materials applicable under global frameworks and local law and regulations, as part of our internal standard for dangerous goods classification and transportation. We develop checklists for loading and unloading operations at the site level and share them through regional and global meetings. The internal standard establishes requirements for employee training programs and a legal register to identify all applicable legal requirements relating to transport of hazardous material.

Actions to Reduce the Potential for Local Pollution

Our EHSMS includes standards and specifications that apply to all sites to prevent spills and accidental releases, and to properly manage and report events. All sites must prepare detailed response plans in the event of a spill or release of a hazardous material to minimize any impact. We require sites to promptly make required notifications to regulatory agencies and to the global EHS&S team. Global EHS&S supports the sites in situations when the spill or release has impacted, or can potentially impact, the environment. In these rare situations of spill or release, our EHSMS standards require the spill or release to be fully investigated (e.g. soil, groundwater sampling) to determine the actual impact and, if necessary, remediation to meet recognized regulatory standards.

Many jurisdictions where our sites are located have regulatory requirements to minimize noise and odor from operations to specific acceptable levels. In jurisdictions that do not establish limits on noise or odor, the EHS&S standard requires sites to identify potential EHS operating risks, including odor, noise, dust and particles and, if they present a meaningful risk to colleagues or the community, to control these appropriately.

Non-GHG Emissions

We require our sites to identify all regulatory monitoring requirements related to each air emission source and incorporate requirements in compliance calendars. Sites report annual emissions of specific air pollutants, including halogenated and non-halogenated VOCs, and ozone depleting substances, to global EHS&S. Global EHS&S further assesses the sites' environmental release information to identify opportunities to reduce pollutants. The VOC/HVOC annual emission calculations have revealed several sites where impact assessments are warranted to confirm that they do not pose a potential adverse impact on the environment and public health. The Global EHS&S team contacted the relevant sites and with their support, site risk assessments have been provided.

Our sites also assess opportunities to reduce air emissions through combinations of administrative and engineering controls to further decrease risk. Based on these assessments, sites are expected to assess the need for additional emission control equipment, which could, for example, include thermal oxidizers for VOC and halogenated VOC compound control, scrubbers for acid gas and particulate control, adsorption systems for VOC control and biofilters. As the result of needs identified at several sites, EHS&S and Global Engineering are working closely to support these efforts. This work will continue into 2026 and will focus on optimizing the relevant treatment solutions.

Local Highlights in Healthy Planet

Our sites and operating functions look for specific opportunities to reduce environmental impacts. Local 2025 initiatives included:

- **Teva UK:** Runcorn was the first Teva site to trial a sustainable alternative to PVC (to be banned in the EU from 2030) for syringe blister packaging, which will eliminate approximately 19,000kg of unrecyclable material annually and reduce energy consumption.
- **Teva Bulgaria:** reduced hazardous waste from the manufacturing of one Teva product from 0.654kg to 0.280kg per 1,000 pieces – achieving reduction of more than 45%.
- **Teva Spain:** cut packaging and in turn its carbon footprint, by harmonizing pharmaceutical packaging, resulting in the avoidance of 626 tCO₂e due to aluminum reductions, 1,074 tCO₂e due to cardboard and paper reductions and 300 tCO₂e due to packaging and transportation optimization initiatives.
- **Teva India:** several projects transformed manufacturing processes for APIs, eliminating heavy metals, prioritizing water and safer solvents, and improving sustainability metrics. PMI reductions increased to 96%, sustainability scores improved by 31%, as well as measurable CO₂ reductions.

Healthy Business Disclosures

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Ethics and Integrity

We uphold the highest standards of ethics and integrity. The table below provides a retrospective and/or forward-looking description of key actions being taken by Teva to advance this topic.

Key Actions	Description of the Key Actions	Scope	Timeframe to Complete the Action	Expected Outcomes	2025 Progress
Evaluate options to modernize and optimize Global Compliance and Ethics (GC&E) operations and systems	Evaluate use of data analytics and AI to modernize and optimize various systems related to GC&E to increase effectiveness and efficiencies.	Own operations	2025–2027	Complete evaluation and select systems/processes for initial optimization.	Initiated the selection process
External and independent review of GC&E	Commission an independent review of GC&E conducted by an independent third party. The review will ensure that the program meets Teva’s risk profile to meet regulator expectations.	Own operations	2026	Formally assess GC&E. Confirm the department is functioning to meet regulator expectations and to meet Teva’s risk profile, ensuring that GC&E is adequately supported and resourced, with Identified potential areas for improvement.	N/A

Compliance and Ethics Program

Our GC&E program operates promptly, proactively and robustly. It aligns to the standard elements of an effective compliance program as described by the Office of the Inspector General of the US Department of Justice. An external independent party periodically reviews the GC&E program to ensure effectiveness and ability to meet regulator expectations. In 2025, we evaluated the use of AI and data analytics in our GC&E operations and systems. We will also commission an independent review of our GC&E program in 2026.

The following measures are used by the Chief Compliance Officer and GC&E team to support our GC&E program, deter and detect non-compliance and reduce exposure to unethical activity for both Teva and our authorized representatives:

Compliance Systems to Manage Risk

- Global activity approval system – to submit, review, approve and document high-risk company activities, including interactions with government officials and healthcare community members.
- Risk assessment and monitoring system – to identify, evaluate and monitor company activities.
- A system that supports third-party due diligence.
- Data analytics – for early detection of emerging company risks.

Compliance and Ethics in the Supply Chain

- Compliance and ethics principles and expectations are included in our Supplier Code of Conduct.
- Compliance requirements in procurement and finance systems help ensure evaluation of third-party representatives (TPRs) before we formally engage with them, and provide necessary training for TPRs.
- Internal audit function to audit TPRs, and include compliance and ethics standards in internal audits.
- Inclusion of meaningful contract clauses on anti-bribery/anti-corruption, anti-kickback, trade sanctions and data privacy.
- Third-party trade sanctions screening using industry-standard tools.
- Use of an industry-standard data privacy platform to process and protect personal data of Teva employees, contractors and other external parties with whom we do business.

Resources to Support Ethical Conduct

- Due diligence guidance for business development – to address business development activities that include joint ventures (including sales and marketing), licensing counterparties, divestitures, acquisitions, partnerships and other alliance initiatives.
- A training dashboard – to track compliance and ethics training across Teva.
- Policy governance and a centralized policy repository for all employees.
- Integrity Hotline case studies from the Office of Business Integrity (OBI) created for publication to all employees as well as other communication and training purposes.

GRI 205-1: Operations Assessed for Risks Related to Corruption

Our top activity types with highest risks for 2025 are described as follows:

Commercial	Teva Global Operations	R&D
<ul style="list-style-type: none"> • third-party representative • discounts and rebates • market research • tendering • scientific/investigator meetings 	<ul style="list-style-type: none"> • customs clearance and logistics • destruction or scrap • third-party representatives • regulatory interaction • fee-for-service engagements 	<ul style="list-style-type: none"> • interactions with patients • third-party representative • scholarship • non-promotional material • scientific/investigator meeting

We conduct formal annual compliance risk assessments as part of our compliance monitoring program for 100% of business units having touchpoints with members of the healthcare community and government officials, including Commercial, Teva Global Operations (TGO) and R&D. Risk sources include regulatory guidance, new or changed legislation, internal and external audit reports, business monitoring analyses, advice from internal and external legal colleagues, results of employee and compliance surveys, case analyses from the OBI, and benchmarking data on risk and best practices supplied by external consulting firms. We continue to assess our risks, and make adjustments as needed, throughout the year. Teva uses monitoring results to determine risks and trends, advise business colleagues, recommend process improvements and remediations and guide and develop subsequent risk assessments and monitoring plans.

GRI 205-2: Communication and Training About Anti-Corruption Policies and Procedures

Our GC&E team communicates about compliance:

- At meetings with business colleagues, senior management and the Board of Directors.
- In local, regional and global compliance committees.
- In global newsletters and other content platforms.
- In daily advice and guidance to Teva employees, contractors and other colleagues as part of our usual business activities.

In 2025, “Our Way” compliance training campaigns covered the following topics:

- Part 1: Trade Sanctions and Accurate Books & Records.
- Part 2: Prevention of Corruption and Pharmacovigilance Annual Refresher Training.
- Part 3: Conflicts of Interest and Fair Competition.

Our Prevention of Corruption and Bribery Policy applies to all employees. We provide employees with training on this policy, including annual recertification on preventing corruption, as part of “Our Way” training.

The percentages in the table below include results from the above-mentioned compliance training campaigns:

Employees	2023		2024		2025	
	Assigned #	Completed %*	Assigned #	Completed %*	Assigned #	Completed %*
Global Compliance and Ethics Training Campaigns						
Part 1	31,654	99.79%	17,384	99.93%	33,693	99.96%
Part 2	20,267	99.83%	35,293	99.87%	32,591	99.82%
Part 3	31,288	98.28%	35,274	99.41%	16,522	99.54%
Total		99.30%		99.70%		99.82%

* This considers employees active at the time of the campaigns. Note: Teva’s training goals for each campaign are 95% completion by the end of the campaign and 100% by the end of the year (within ±1% for those on leave). The percentage is calculated as an average of all ‘Our Way’ training campaigns.

Foundational Training

Foundational Training	2023	2024	2025
Percentage of training completions by training assignments*	98.7%	98.5%	98.8%

* New employees.

Our Foundational Training curriculum covers training on our Code of Conduct, and includes Business Ethics, Prevention of Corruption, Conflicts of Interest, Harassment (including sexual harassment), Data Privacy, Careful Communications, Speaking Up and Fair Competition. Certain employees also receive local live training on essential risk areas.

GRI 205-3: Confirmed Incidents of Misconduct and Actions Taken

Teva's Integrity Hotline is a confidential channel for anyone to ask questions and report concerns about actual or suspected non-compliance of our Code, policies or laws. OBI manages a secure case management system that creates and maintains an electronic summary of all reports.

Areas of Alleged Concerns	2023		2024		2025	
	Received	Substantiated	Received	Substantiated	Received	Substantiated
Business integrity (corruption, bribery, fraud)	89	19	73	23	56	10
Employee relations (bullying, harassment, discrimination)	140	31	145	31	158	37
Conflicts of interest (non-business integrity)	24	8	14	1	14	2
Money laundering or insider trading	1	0	3	0	1	0
Customer privacy data	2	0	0	0	0	0
Off-label promotion	0	0	1	0	1	0
Environment	0	0	0	0	0	0
Human rights	0	0	1	0	0	0
Other (e.g. quality, protection of property, information breaches)	80	16	77	26	90	23
Total	336	74	314	81	320	72
Percent confirmed		22%		26%		23%

Note: Minor adjustments to case totals from previous years may occur because cases still open at year-end are only counted as confirmed once fully investigated. Some cases may also be reclassified if the investigation determines they fall under a different category than originally recorded.

Any confirmed misconduct reports cited have been resolved appropriately or continue to be investigated and remediated promptly, proactively and appropriately.

Approximately 23% of all reports made to the OBI in 2025 raised substantiated concerns, and all of these led to at least one corrective measure, including:

- terminating employment (43% of cases);
- targeted coaching (36% of cases);
- disciplinary warning (32% of cases);
- policy reminder (17% of cases);
- retraining of employees and/or contractors (3% of cases); and
- vendor disengagement (1% of cases).

Aligning Executive Pay with Ethical Standards

Unethical or non-compliant behavior in specific circumstances can result in reduced executive bonuses. Executives are subject to a compliance modifier for their annual bonuses as described in our Proxy Statement: strong individual goal performance by the CEO and other executives, as measured by the various components, is fully rewarded only if there are no substantial compliance events. Performance achievement bonuses for individual goals may decrease by up to 100% if there is a substantial compliance event that would warrant this action.

In addition, clawback provisions mean we can recoup cash compensation and equity-based incentives paid to executive officers based on erroneously prepared financial statements or other confirmed misconduct. All Executive Management members have a formal individual performance goal for completing required compliance training for their teams.

GRI 2-27: Compliance with Laws and Regulations

Since 2022, we have not received any fines as a result of legal proceedings associated with clinical trials, false marketing claims, corruption and bribery, social and environmental issues. For detailed non-privileged reports on any material litigation for Teva, and other legal proceedings, see our [Quarterly Reports](#).

Regarding other kinds of laws, for 2023 Teva had one significant instance of non-compliance with applicable laws and regulations. On August 21, 2023, Teva USA entered into a three-year deferred prosecution agreement (DPA) with the US Department of Justice relating to the marketing and pricing of certain Teva USA generic products and communications with competitors about such products. Under the DPA terms, Teva USA: (i) admitted to non-compliance with the Sherman Antitrust Act by one of its employees in three instances between 2013 and 2015, involving pravastatin, clotrimazole and tobramycin; (ii) agreed to divest the pravastatin that it sells in the US to a third-party buyer; (iii) agreed to donate USD 50 million worth of clotrimazole and tobramycin to humanitarian organizations over five years; and (iv) agreed to pay a fine to the US Government of USD 225 million over five years, with USD 22.5 million due each year from 2024 through 2027, and USD 135 million due in 2028.

On October 31, 2024, the European Commission, following a formal antitrust investigation and issuing preliminary allegations, announced its final decision, alleging that Teva had engaged in anticompetitive practices with respect to COPAXONE® in certain European member states by (i) filing and withdrawing certain divisional patents, and (ii) raising concerns about competitors' follow-on versions of COPAXONE®. The decision also includes a fine of 462.6 million euros, potentially subject to post-decision interest. In January 2025, Teva filed an appeal against the decision with the General Court of the European Union, and that appeal remains pending. Teva has provided the European Commission with surety underwritten guarantees in an amount of 462.6 million euros, together with specified post-decision interest, to cover the fine amount.

In November 2020, the European Commission issued a decision that fined Cephalon and Teva a combined USD 60.5 million for entering into a 2005 settlement agreement that, according to the Commission, hindered the entry of generic modafinil. Teva appealed that decision, first to the European General Court and then to the European Court of Justice. On October 23, 2025, the European Court of Justice issued its judgment, dismissing Teva's appeal. In December 2025, Teva paid the European Commission the full amount of the fine plus post-decision interest, and the case is now closed.

Teva's legal function tracks any complaints or allegations entailing government-initiated investigations or litigation. We disclose any such material matters, and their resolutions, in our required quarterly (or other) securities filings. This information is available on [Teva's Investor Relations page](#).

Internal Audit Activities

Number of Audits and Operations Assessed per Year

Topic	Type of activity	2023	2024	2025
Compliance and financial controls (including anti-corruption and anti-bribery)		111 audits/reviews conducted in 30 countries	109 audits/reviews conducted in 55 countries	107 audits/reviews conducted in 31 countries
	Compliance and financial audits/reviews	31	56	41
	Self-assessments	24	2	0
	Data analytics reviews	46	41	50
	Third-Party Representatives (TPR) audits/reviews	10	10	16*
Cybersecurity and privacy (IT aspects)	Audits and reviews of Teva's IT control environment focusing on cybersecurity risk; may include review of privacy aspects of Teva's systems	33 audits/reviews conducted in 9 countries covering 43 systems	20 audits/reviews conducted in 8 countries covering 54 systems	24 audits/reviews conducted in 10 countries covering 45 systems

* Additional TPRs were audited as part of the Integrated Compliance & Financial Market Audits.

Global Internal Audit

Purpose

Our Global Internal Audit (GIA) function enhances and protects organizational value by providing objective, risk-based assurance, advice and insight. GIA employs a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes. These activities include information gathering, review, analysis, evaluation, appraisal and testing for compliance and the adequacy of managerial systems and controls to mitigate risks.

Audit Approach

GIA selects the audits, reviews, data analytics, countries, sites and units for audit based on ongoing risk assessments. These assessments include interviews with key stakeholders, meetings with executive management, fraud risk assessment, past years' audit results and benchmarks. GIA also performs ad hoc audits and reviews based on identified emerging risks or management requests. The audit/review prompts GIA to report on observations and recommend improvements. The annual audit plan focuses on compliance (anti-bribery/anti-corruption), finance (financial control and books and records) and IT (cyber and information security, and IT governance). In 2025, GIA actively tracked the completion of defined action plan tasks to improve the process of sustainability matters, including selected KPIs and associated governance processes, systems, controls and management.

Compliance and Standards

Teva's Internal Audit Department adheres to the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework – the Global Internal Audit Standards and Topical Requirements, as well as Teva's Code of Conduct and policy requirements.

Reporting Structure

According to Teva's Articles of Association, the CEO and the Chair of the Board of Directors are the Chief Internal Auditor's joint organizational superiors. The Chief Internal Auditor also reports to the Audit Committee Chair.

The Internal Audit Department is objective and free from any and all conditions that might threaten the ability of its internal auditors to perform their responsibilities in an unbiased, professional and independent way, including matters of audit selection, scope, procedures, frequency, timing and report content. GIA's auditors are free to review and appraise any policies, plans, procedures and transactions.

The Chief Internal Auditor confirms to the Audit Committee, at least annually, the organizational independence of the Internal Audit Department.

Team Expertise

The internal audit team consists of professional, expert auditors in finance, compliance and IT. The team also includes experts in accounting, data analytics, cyber, fraud risk, investigation and risk management.

Sustainable Procurement

Suppliers' Profile

Type of Supplier	2023		2024		2025	
	Absolute Number of Suppliers	Share of Total Spend (%)	Absolute Number of Suppliers	Share of Total Spend (%)	Absolute Number of Suppliers	Share of Total Spend (%)
Total Tier-1 suppliers	44,971	100%	41,335	100%	41,335	100%
Significant Tier-1 suppliers*	724	43%	2,245	66%	1,279	34%
Number of screened suppliers for ESG risks in Environmental Impact Quotient (EiQ)	N/A		3,848		3,385	
Number of screened suppliers' sites for ESG risks in Environmental Impact Quotient (EiQ)	5,446		5,583		5,496	

* In 2025, the supplier scope has been redefined to prioritize high-emitting suppliers that also drive significant Teva spend, now including 1,279 suppliers. The decrease in the number of significant suppliers in 2025 is attributable to the removal of API suppliers from the supplier base.

20% of suppliers' operations are covered by a certified ISO 14001 or EMAS environmental management system.

GRI 308-2: Negative Environmental Impacts in the Supply Chain and Actions Taken; GRI 414-2: Negative Social Impacts in the Supply Chain and Actions Taken; 308-1: New Suppliers That Were Screened Using Environmental Criteria; 414-1: New Suppliers That Were Screened Using Social Criteria

Supplier Assessment	2023	2024	2025
Number/percentage of significant suppliers assessed in EcoVadis or on-site assessments in EcoVadis in the reporting year*	78 (11%)	938 (42%)	91 (7%)
Number/percentage of significant suppliers assessed in EcoVadis in the reporting year*	74 (10%)	761 (34%)	90 (7%)
Number/percentage of significant suppliers with valid EcoVadis assessment in the reporting year**	436 (60%)	935 (42%)	789 (62%)
Percentage of spend on significant suppliers with Valid EcoVadis assessment in the reporting year	N/A	N/A	66%
Number/percentage of significant suppliers identified as having significant actual and potential negative sustainability impacts in one or more themes: Environment, Ethics, Human Rights and Labor, or Sustainable Procurement, as evaluated by EcoVadis (score <50) in the reporting year***	23 (31%)	39 (4%)	36 (5%)
Number/percentage of significant suppliers identified as having significant actual and potential negative environmental impacts (<50 points in the Environmental EcoVadis theme) in the reporting year***	9 (12%)	29 (3%)	41 (5%)
Number/percentage of significant suppliers identified as having significant actual and potential negative social impacts (<50 points in the Labor and Human Rights EcoVadis theme) in the reporting year***	4 (5%)	19 (2%)	45 (6%)
Number/percentage of significant suppliers with valid assessment with score >60 in EcoVadis	N/A	616 (27%)	576 (45%)
Percentage of spend on significant suppliers with valid assessment with score >60 in EcoVadis	N/A	N/A	49%
Number/percentage of significant suppliers with valid assessment that improved sustainability performance in the reporting year compared to the previous EcoVadis assessment ***	135 (31%)	446 (48%)	516 (73%)

Supplier Assessment	2023	2024	2025
Number of suppliers audited (Human Rights, Labor and Environment Audits - PSCI audits)****	4	3	1
Number of suppliers screened using the Request for Quotation risk questionnaire****	1,178	541	1,311
Relationships terminated due to environmental violation or Human Rights Assessments and Verifications Service (HURi)	1	0	0

Note: In 2025, Teva changed the criteria of significant supplier, which are covered under the Assessments.

* Percentages are calculated from total of 724 significant suppliers in 2023, 2,245 in 2024, and 1,279 in 2025.

** Teva's definition for valid assessment: <50pts score is valid for 12 months (annual re-assessment), ≥50pts score is valid for 24 months (biannual re-assessment).

*** Percentage calculated against valid assessments.

**** EHS, Labor, Human Rights & Ethics site audits conducted by a third-party auditor in alignment with Pharmaceutical Supply Chain Initiative audit protocols and methodology.

All suppliers that receive Purchase Orders, have contracts and participate in RFPs receive communication regarding Teva's Supplier Code of Conduct (SCOC). All our template contracts include SCOC clauses that refer to our policies and positions on environmental, labor, human rights requirements, ethics and management systems.

Sustainable Procurement Practices	2023	2024	2025
Number (percentage) of targeted employees who have received the sustainable procurement training*	N/A	131 (57%)	N/A
Number (percentage) of significant suppliers for which Teva provided training regarding supply chain code of conduct, sustainability and human rights	134 (19%)	192 (9%)	116 (9%)

* Targeted employees include Global Procurement Managers, specifically Category Procurement Managers and Country Procurement Managers. Procurement training is performed for employees every other year.

Supplier Assessments

Global Procurement embeds sustainability criteria into supplier selection, contracting and performance management. We leverage the EiQ tool to screen suppliers based on business relevance, regulatory requirements, and assess human rights and environmental risks by industry, product and location. Additionally, suppliers undergo sustainability assessments by EcoVadis, CDP and PSCI for audits.

For significant suppliers and/or suppliers that present high-risk exposure, and for which we have a high influence (see more in the [Human Rights section](#)), we complement our approach with several assessment tools, including:

- Self-assessment: we use EcoVadis to assess the sustainability performance of suppliers and to benchmark them against industry peers. EcoVadis is a leading provider of business sustainability ratings, intelligence and collaborative performance improvement tools for global supply chains. EcoVadis assessments include evaluation of REACH, labor and human rights, ethics, child/forced labor, sustainable procurement, conflict minerals, toxic emissions and more. This assessment comprises desk-based assessments with systematic verification of evidence, and methodologies of a recognized industry or multi-stakeholder initiative. All suppliers that achieve EcoVadis ratings under 50 points automatically receive a request on Teva's behalf for improvement through the implementation of corrective actions for high- and medium-risk areas identified (GRI 2-25).
- Third-party independent audits: supplier on-site assessments verify compliance with our SCOC and identify potential risks and gaps in sustainability performance. Third-party independent audit firms, approved by the Pharmaceutical Supply Chain Initiative (PSCI), conduct on-site assessments on Teva's behalf against the PSCI audit protocols. PSCI audits cover sustainability topics, such as Management Systems, Ethics (e.g. business integrity and fair competition, privacy, animal welfare), Human Rights and Labor (e.g. freely chosen labor, wages, benefits, working hours), Health and Safety (e.g. policy, procedures, practices, worker protection, process safety), Environment (e.g. energy consumption, GHG emissions, water consumption, waste management) and company-specific questions. In 2025, one third-party PSCI audit was conducted on a high-risk supplier. PSCI audit reports include findings and recommendations, and Teva expects suppliers to implement corrective action plans to address any non-conformities or improvement opportunities identified, within a reasonable timeframe.

Conflict Minerals

Type of Supplier	2023	2024	2025
Percentage of suppliers assessed by EcoVadis for which information regarding conflict minerals is available	14%	12%	16%
Number of suppliers mapped for conflict minerals disclosure*	5	5	N/A
Number of suppliers surveyed for conflict minerals disclosure*	5	5	N/A

* Reporting from previous fiscal year. 2025 figures to be reported in 2026. EcoVadis assessment is just expected from suppliers that provide to Teva 3TG (tin, tungsten, tantalum and gold).

Our suppliers align with the [Conflict Minerals Policy Statement](#) and implement appropriate measures to determine whether they are using any 3TG (tin, tungsten, tantalum and gold) minerals that originate from conflict regions. We conduct in-depth reviews of our supply chain and survey the suppliers most likely to use or source 3TG, based on their nature and prior relationship.

Suppliers are responsible for responding to queries about the use and origin of any 3TG minerals and for continually providing updates on the conflict status. The questionnaire we send is based on the template developed by the Electronic Industry Citizenship Coalition and The Global e-Sustainability Initiative, known as the Conflict Minerals Reporting Template. The template was developed to facilitate disclosure and communication of information regarding smelters that provide materials to a company's supply chain. It includes questions on a company's conflict-free policy and engagement with direct suppliers, and the smelters the company and its suppliers use. In addition, the template contains questions about the origin of 3TG included in products, as well as supplier due diligence.

If direct suppliers submit incomplete information or information that raises concern in their templates, we engage with them to investigate and uncover missing details. Teva expects suppliers to update on any change to their conflict status. If any supplier uses conflict minerals, Teva works with them to ensure the minerals are certified as conflict free or to find alternate sourcing.

For the 2025 fiscal year, we surveyed five suppliers. Our annual reviews build on the reviews conducted in previous years, adding any newly-identified materials that may contain 3TG.

Data Privacy

Data Privacy Management

Our data privacy governance function comprises a dedicated team of privacy professionals reporting to our new Head of Global Data Governance, who reports to both our Chief Legal Officer and our Chief Compliance and Ethics Officer. The team is also comprised of external and internal privacy lawyers and privacy champions within key functions, such as IT, R&D and HR. They work together to provide targeted direction, guidance, assessment and training for activities involving personal data. Strategic governance for data privacy is provided by the AI and Data Governance Committee. We focus on ensuring understanding and compliance with applicable laws, as well as our own internal policy framework, consisting of a global privacy policy, incident/breach reporting policy, individual rights policy and other privacy-related procedures and guides.

Our global privacy program is designed to implement and oversee our global data privacy principles. It is based on the requirements of the EU General Data Protection Regulation (GDPR) and other applicable laws in the US, Israel and other jurisdictions, and is adjusted to ensure compliance globally. Our Regional Privacy Officers work closely with business units in their regions to ensure compliance with our data privacy policies and applicable legislation, and to address global topics when required.

Privacy operations including assessments, inventories, incidents/breaches and individual rights requests are tracked using our privacy management platform. Periodic data privacy training is conducted throughout the company. In addition, the Regional Privacy Compliance Officers and legal department conduct ad hoc data privacy trainings for various business units and regions. Teva also periodically communicates and educates employees on various data privacy topics through the MyTeva global employee newsfeed.

Cybersecurity and Information Security

Number of Information Security Breaches

	2023	2024	2025
Total number of information security breaches	0	0	0
Total number of cybersecurity incidents*	1,200	1,000	1,100
Total amount of fines/penalties paid in relation to information security breaches or other cybersecurity incidents	0	0	0

Note: The maximum insurance coverage of Teva's information security breaches or other cybersecurity incidents is \$500million.
 * Including different levels of cybersecurity internal cases.

Our comprehensive Information Technology Security program is designed to protect the confidentiality, integrity and availability of our data systems and processes. A professional team of approximately 30 individuals is dedicated to the information security function. It includes primary and backup full-time Security Operations Centers (SOCs) to monitor, defend against and remediate cyber incidents across the organization's global offices and facilities.

Teva's Chief Information Officer (CIO) and Chief Information Security Officer (CISO) meet regularly with Executive Management and the Audit Committee reporting to the Board of Directors on cyber activity, initiatives and status.

Teva maintains active ISO 27001 information security certification, with 100% of its information security management system certified. We have more than 30 documented and approved information security policies and standards, aligned with major international cybersecurity frameworks. In 2025, we strengthened our framework by publishing the new Internet of Things (IoT) Security Standard, which establishes comprehensive requirements for securing IoT devices, gateways and platforms, and is fully compatible with ISO 27001. In addition, we provided cybersecurity training sessions for the Audit Committee.

We train employees to recognize and report suspicious cyber activity and we have never yet suffered from a material cyber breach or event.

Manufacturing Innovation

Teva Global Operations (TGO) Manufacturing Modernization Program – Advancing Digitalization

In 2025, the TGO Modernization Program continued to expand, introducing new use cases and extending deployment to nine sites across the network. This initiative remains a key enabler of Teva's Pivot to Growth strategy, supporting the implementation of the Teva Lean Management System (TLMS) through advanced digital solutions. These solutions are designed to accelerate impact at the site level by streamlining processes and enhancing operational efficiency. The program builds upon the foundation established in 2024, with seven initial use cases implemented at Lighthouse sites.

Key focus areas in 2025:

- Deploy digital solutions to strategic sites within the TGO network.
- Advance toward next-generation technologies, including Artificial Intelligence (AI) and Advanced Analytics (AA).

Several new use cases and enhancements were successfully developed and piloted during the year.

Notable examples include:

Data-Based Yield Improvement

- Piloted the application for Advanced Analytics and introduced a self-service environment, enabling sites to create customized digital boards to monitor and improve performance.

Digital Performance Board

- Enhanced to fully support TLMS implementation at manufacturing sites.
- Pilots successfully launched at two sites in Canada.

Key features: digital data availability, automated KPIs and integrated task management across site teams.

TGO DocuSearch

An AI-powered application designed to streamline document retrieval from internal systems.

- Provides contextual insights to explain document content and its operational relevance.
- Reduces time and effort required to navigate multiple GMP documents.

Equipment Connectivity to Historian

- Establishes the foundation for machine data availability.
- Nine sites have integrated major equipment, with 60 units connected and over 200 additional units in progress.

Recognizing that successful implementation of digital solutions requires enhanced organizational capabilities, we are developing comprehensive training to upskill employees and improve TGO performance.

Emerging Technologies

Teva uses emerging technologies related to genetic engineering and use of stem cells. We apply these technologies to evaluate and characterize therapeutic candidate molecules, to help us develop improved medicines for patients with unmet needs.

Teva and our academic collaborators only conduct genetic engineering on somatic cell lines and non-human germline cells.

For somatic cell lines, this may include transfecting genes to induce the expression of specific proteins. For non-human germline cells, suppressing or inducing expression of specific genes can generate transgenic mice.

We may use hematopoietic and inducible pluripotent stem cells. In both cases, they are of non-embryonic origin. They are obtained from a commercial source and used to generate specific cell types to test the safety and efficacy of candidate therapeutics. Stem cells are not incorporated in therapeutic products.

We use these technologies in accordance with local regulations. For example, in Australia we abide by the guidelines of our local Biosafety Committee, the Office of the Gene Technology Regulator (Australia) and the National Health and Medical Research Council (NHMRC, Australia) guidelines on the use of stem cells in clinical practice and research.

Animal Welfare

We follow national and international regulations related to animal welfare and conduct of animal studies in our internally-conducted and outsourced studies. In 2025, we updated our Animal Welfare position statement. For more information, please see our position [here](#).

Substitution to Animal Testing

We limit the number of animals in each research program to that strictly required to deliver on our research objectives and on regulatory requirements.

Whenever possible, we promote the use of alternative methods, such as in vitro, ex vivo, organ on a chip and in silico. Animal testing and animal studies are performed only when there is no alternative procedure to achieve study objectives. We have been able to find innovative alternatives to numerous in vivo tests by expanding our in vitro and in silico testing teams and their capabilities. Some alternative assays include:

- In vitro skin irritation tested in keratinocytes monolayer and skin explants.
- Genotoxicity assay-ames and micronucleus.
- Biochemical selectivity assay.
- Enzyme and receptor binding assays to assess target binding.
- Liver microsomes-metabolic stability and induction of cyp450 activity.
- Primary neuronal and glia culture for assessing neuroprotectivity.
- Cell lines for gene expression.
- Brain-derived neurotrophic factor secretion and other physiological effects on cells.
- Chondrocytes from Osteoarthritis human patients grown in 3D cultures to test drug effect on inflammatory markers.
- Human mast cells to compare anti-histaminic effect of compounds, without the need to compare in vivo.
- Organ on chip of bone marrow to investigate effects on NK cells and translatability to humans, replacing a monkey study.

Formal Partnerships

Teva enhances expertise in lab animal practice, animal rights and welfare through internal and external knowledge-sharing, including presentations with partners and collaboration with professional, industrial and academic entities.

Teva engages with animal welfare organizations to seek advice on animal welfare and assure optimal conditions for animals used in research processes. Some of our researchers and ethical committee members belong to animal welfare organizations and consortia that were established to advance animal welfare and the 3Rs. These include the Israeli Laboratory Animal Forum (ILAF), an affiliate member of the Federation of European Laboratory Animal Science Associations (FELASA), the 3Rs Translational and Predictive Sciences Leadership Group, the Two Species ICH M3 project, held by IQ Consortium and the NC3Rs – National Center for the Replacement, Refinement and Reduction of Animals in Research consortium.

Responsible Lobbying

GRI 415-1: Political Contributions

		2023	2024	2025
Lobbying, interest representation or similar	USA	\$3,800,000	\$3,800,000	\$3,800,000
	EU	\$728,524	\$728,524	\$822,359
	Total	\$4,528,524	\$4,528,524	\$4,622,359
Trade associations or tax-exempt groups (e.g., think tanks)	USA	\$4,000,000	\$4,000,000	\$4,000,000
	EU	\$571,165	\$578,366	\$718,178
	Total	\$4,571,165	\$4,578,366	\$4,718,178
Total contributions and other spending	USA	\$7,800,000	\$7,800,000	\$7,800,000
	EU	\$1,343,754	\$1,306,890	\$1,540,536
	Total	\$9,143,754	\$9,106,890	\$9,340,536

Note: We make no contribution to local, regional or national political campaigns/organizations/candidates and to other lobbying activities (e.g. spending related to ballot measures or referendums). Teva Europe engages regularly with EU institutions to actively participate in the decision-making process, safeguarding our interests in relation to EU policies. As part of this commitment, Teva Europe is registered as an "interest representative" in The Transparency Register of the EU. We have no contribution to local, regional or national political campaigns/organizations/candidates and other political spend (e.g. ballot measures or referendums). Total number represents the sum of EU and USA numbers only.

Lobbying Contributions per Main Membership Associations

Trade Associations	Type of Organization	Total Amount Paid in 2025
Medicines for Europe (MfE)	Medicines for Europe represents the pharmaceutical companies supplying the largest share of medicines across Europe and is the voice of the generic, biosimilar and value-added industries. As a leading partner for better healthcare, MfE aims to increase the health and well-being of all Europeans through better access to high quality medicines. Medicines for Europe members' portfolio cover 80% of therapy areas and, in so doing, safeguards the sustainability of Europe's healthcare systems for future generations.	\$250,820
The European Federation of Pharmaceutical Industries and Associations (EFPIA)	The European Federation of Pharmaceutical Industries and Associations (EFPIA) represents the biopharmaceutical industry operating in Europe. EFPIA works via direct membership of 36 national associations and 40 leading pharmaceutical companies. EFPIA focuses on the life cycle of innovative medicines, from research and development to access to medicines, as well as disease-specific platforms (oncology, cardiovascular, diabetes, Alzheimer's disease and obesity).	\$467,358
Association for Accessible Medicines (AAM)	The Association for Accessible Medicines (AAM) is a USA trade association representing developers and manufacturers of generic and biosimilar medicines. AAM advocates for policies important to the industry that improve patient access to safe, effective and more affordable generic and biosimilar medicines.	\$3,000,000
Biosimilars Forum	The Biosimilars Forum (BSF) is a non-profit organization created to advance biosimilars in the United States, with the intent of expanding access and availability of biological medicines and improving healthcare. The Biosimilars Forum will provide evidence-based information to inform and support public policies that encourage awareness, access and adoption of biosimilars.	\$400,000
US Chamber of Commerce	The US Chamber of Commerce is a non-profit organization representing commercial interests of the US business community. It advocates for policies that help businesses create jobs and grow the US economy.	\$200,000

USA Lobbying Contributions per Topic

The main topics covered by our government affairs activities are access to health, drug pricing, drug approvals and patent reform.

Issue or Topic	Total Spend in 2025	Corporate Position (Oppose, Support, Support with Minor Exemptions)	Description of the Engagement
Drug pricing*	\$5,000,000	Oppose	Lobbied Congress, Administration and State Legislatures
Patent reform**	\$2,800,000	Oppose	Lobbied Congress, Administration and State Legislatures

* We oppose price setting or other price mandates, such as direct government negotiation, that interfere with market dynamics in the US.

** We oppose efforts to limit Teva's ability to obtain or assert intellectual property rights within the framework of the Hatch-Waxman Act and the Biologics Price Competition and Innovation Act, which help maintain the balance between innovation and access.



Overview

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Cautionary Note Regarding Forward-looking Statements

This 2025 Healthy Future Sustainability Report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which are based on management's current beliefs and expectations and are subject to substantial risks and uncertainties, both known and unknown, that could cause our future results, performance or achievements to differ significantly from that expressed or implied by such forward-looking statements. These forward-looking statements include statements concerning our plans, strategies, objectives, future performance and financial and operating targets, and any other information that is not historical information. Important factors that could cause or contribute to such differences include risks relating to:

- our ability to impact and effectively execute on our sustainability, social, economic, environment and governance related strategies and goals; environmental risks; failure to comply with applicable environmental laws, health and safety laws and regulations worldwide; our ability to select sustainability-related disclosure frameworks that seek to align with various reporting standards, which may change from time to time; our ability to collect, measure and report sustainability information and metrics, which is subject to evolving reporting standards; our ability to satisfy the targets set forth in our sustainability-linked senior notes, our sustainability-linked revolving credit facility and in other sustainability-linked financing instruments that we may issue; the impact of sustainability issues and other environmental risks on our business; and consequences of climate change;
- our ability to successfully compete in the marketplace, including: that we are substantially dependent on our generic products; concentration of our customer base and commercial alliances among our customers; competition faced by our generic medicines from other pharmaceutical companies and changes in regulatory policy that may result in additional costs and delays; delays in launches of new generic products; our ability to develop and commercialize additional pharmaceutical products in a timely manner; intense competition for our innovative medicines; our ability to achieve expected results from investments in our product pipeline; our ability to successfully execute our Pivot to Growth strategy, including to expand our innovative and biosimilar medicines pipeline and profitably commercialize our innovative medicines and biosimilar portfolio, whether organically or through

business development, to sustain and focus our portfolio of generics medicines, and to execute on our organizational transformation and to achieve expected cost savings; and the effectiveness of our patents and other measures to protect our intellectual property rights;

- our significant indebtedness, which may limit our ability to incur additional indebtedness, engage in additional transactions or make new investments; and our potential need to raise additional funds in the future, which may not be available on acceptable terms or at all;
- our business and operations in general, including: the impact of global economic conditions and other macroeconomic developments and the governmental and societal responses thereto, and our exposure to changes in international trade policies, including the imposition of tariffs in the jurisdictions in which we operate, and any effects of such developments on sales of our products and the pricing and availability of raw materials; effectiveness of our optimization efforts; significant disruptions of information technology systems, including cybersecurity attacks, as well as risks and uncertainties related to the adoption of artificial intelligence technologies, and breaches of our data security; interruptions in our supply chain or problems with internal or third-party manufacturing; challenges associated with conducting business globally, including political or economic instability, prolonged government shutdowns, widespread outbreaks of major diseases and major hostilities or acts of terrorism, ongoing global conflicts, including in the Middle East with the war involving Iran, and the war between Russia and Ukraine; our ability to attract, hire, integrate and retain highly skilled personnel; our ability to successfully bid for suitable acquisition targets or licensing opportunities, or to consummate and integrate acquisitions; and our prospects and opportunities for growth if we sell assets or business units and close or divest plants and facilities, as well as our ability to successfully and cost-effectively consummate such sales and divestitures, including our planned divestiture of our API business;
- compliance, regulatory and litigation matters, including: failure to comply with complex legal and regulatory requirements, the effects of regulatory uncertainty and changes and the results of increased regulatory oversight, including expenditures required to ensure compliance with research, production and quality control regulations and remedial actions taken to address product issues, such as delayed product launches, product recalls and facility shutdowns; the effects of governmental, regulatory and civil proceedings and litigation which we are, or in the future become, party to; the effects of reforms in healthcare regulation and related reductions in pharmaceutical pricing, reimbursement and coverage, including as a result of the One Big Beautiful Bill signed into law in the U.S. in July 2025 ("OBBA"), which will likely reduce the number of insured in Medicaid and Health Insurance Exchange markets, which may alter utilization patterns and shift negotiating leverage among payors, U.S. Executive Orders issued in April and May 2025 intended to reduce the prices paid by Americans for prescription medicines, including Most-Favored-Nation pricing and related regulatory efforts;



increased legal and regulatory actions in connection with public concern over the abuse of opioid medications; our ability to make timely payments required under our nationwide opioids settlement agreement and provide our generic version of naloxone hydrochloride nasal spray in the amounts and at the times required under the terms of such agreement; scrutiny from competition and pricing authorities around the world, including our ability to comply with and operate under our deferred prosecution agreement ("DPA") with the U.S. Department of Justice ("DOJ"); potential liability for intellectual property right infringement; significant product liability claims; claims brought by regulatory agencies; failure to comply with complex Medicare, Medicaid and other governmental programs reporting and payment obligations; compliance with sanctions and trade control laws;

- other financial and economic risks, including: our exposure to currency fluctuations and restrictions as well as credit risks; potential impairments of our long-lived assets; potential significant increases in tax liabilities; the effect on our overall effective tax rate of the termination or expiration of governmental programs or tax benefits, or of a change in our business; and the impact of any failure to maintain effective internal control over our financial reporting; and
- other factors discussed in our Quarterly Report on Form 10-Q for the first quarter of 2026 and in our Annual Report on Form 10-K for the year ended December 31, 2025, including in the section captioned "Risk Factors". Forward-looking statements speak only as of the date on which they are made, and we assume no obligation to update or revise any forward-looking statements or other information contained herein, whether as a result of new information, future events or otherwise. You are cautioned not to put undue reliance on these forward-looking statements.