

Our Strategy

Aims to bolster the Company's strong commercial portfolio and biosimilars pipeline, amplify its innovative pipeline, sustain its generics powerhouse and focus the business.

Our new strategy will be rolled out over five years with three key phases.



Pivot to Growth



Deliver growth

- Goal to achieve >\$2.5B across tardive dyskinesia and Huntington's disease
- >600k patient pool opportunity with best-in-class profile for schizophrenia patients
- 7 biosimilars products in late-stage pipeline and/or under regulatory review, of which 4 are in collaboration with partners



Step up innovation

- Late-stage pipeline assets in development, with a potential to be best-in-class and first-in-class
- Early-stage pipeline build-up organically & through business development



Sustain generics powerhouse

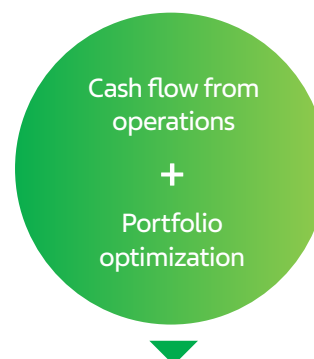
- Focus on high-value, complex generics
- Adaptation of manufacturing network
- Modified global footprint



Focus our business

- Funding growth drivers while meeting obligations
- Creating Teva API standalone unit to maximize value

Capital Allocation



1. Debt repayment

Net debt below \$18B

We have refinanced ~\$2.4B of debt maturities for '23, '24 and '25

2. Investment in our growth engines

3. Investment in R&D, business development

Funding Growth

Free cash flow* optimization

- Focus on high-value generics
- Sites rationalization
- Net working capital enhancements

Repay debt and invest in growth

Sold liquidity

- Refinanced debt calendar
- Amended covenants

\$2.4B of maturities re-indexed on free cash flow

Portfolio optimization

- Alignment to growth strategy
- Alignment to net working capital optimization
- Alignment to cash conversion

Invest in growth and business development

*Free cash flow includes cash flow from operating activities, beneficial interest collected in exchange for securitized accounts receivables, proceeds from divestitures of businesses and other assets, net of cash used for capital investment

This infographic 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. You can identify these forward-looking statements by the use of words such as "should," "expect," "anticipate," "estimate," "target," "may," "project," "guidance," "intend," "plan," "believe" and other words and terms of similar meaning and expression in connection with any discussion of future operating or financial performance. Important factors that could cause or contribute to such differences include risks relating to: our ability to successfully launch and execute our new strategy, including to expand our innovative medicines pipeline and profitably commercialize the innovative portfolio, whether organically or through business development; and to sustain and focus its portfolio of generics medicines; 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; delays in launches of new generic products; the increase in the number of competitors targeting generic opportunities and seeking U.S. market exclusivity for generic versions of significant products; our ability to develop and commercialize biopharmaceutical products; competition for our innovative medicines, including AUSTEDO®, AJOVY® and COPAXONE®; our ability to achieve expected results from investments in our product pipeline; our ability to develop and commercialize additional pharmaceutical products; and the effectiveness of our patents and other measures to protect our intellectual property rights; our substantial indebtedness, which may limit our ability to incur additional indebtedness, engage in additional transactions or make new investments, may result in a further downgrade of our credit ratings; and our inability to raise debt or borrow funds in amounts or on terms that are favorable to us; our business and operations in general, including: the impact of global economic conditions and other macroeconomic developments and the governmental and societal responses thereto; the widespread outbreak of an illness or any other communicable disease, or any other public health crisis; effectiveness of our optimization efforts; our ability to attract, hire, integrate and retain highly skilled personnel; manufacturing or quality control problems; interruptions in our supply chain; disruptions of information technology systems; breaches of our data security; variations in intellectual property laws; challenges associated with conducting business globally, including political or economic instability, major hostilities or terrorism; costs and delays resulting from the extensive pharmaceutical regulation to which we are subject; the effects of reforms in healthcare regulation and reductions in pharmaceutical pricing, reimbursement and coverage; significant sales to a limited number of customers; 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; compliance, regulatory and litigation matters, including: failure to comply with complex legal and regulatory environments; increased legal and regulatory action in connection with public concern over the abuse of opioid medications and any delay in our ability to obtain sufficient participation of plaintiffs for the nationwide settlement of our opioid-related litigation in the United States; scrutiny from competition and pricing authorities around the world, including our ability to successfully defend against the U.S. Department of Justice criminal charges of Sherman Act violations; potential liability for intellectual property right infringement; product liability claims; failure to comply with complex Medicare and Medicaid reporting and payment obligations; compliance with anti-corruption, sanctions and trade control laws; environmental risks; and the impact of ESG issues; 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; the impact of geopolitical conflicts including the ongoing conflict between Russia and Ukraine; potential significant increases in tax liabilities; and 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 other factors discussed in this infographic, in our Quarterly Report on Form 10-Q for the first quarter of 2023 and in our Annual Report on Form 10-K for the year ended December 31, 2022, 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.