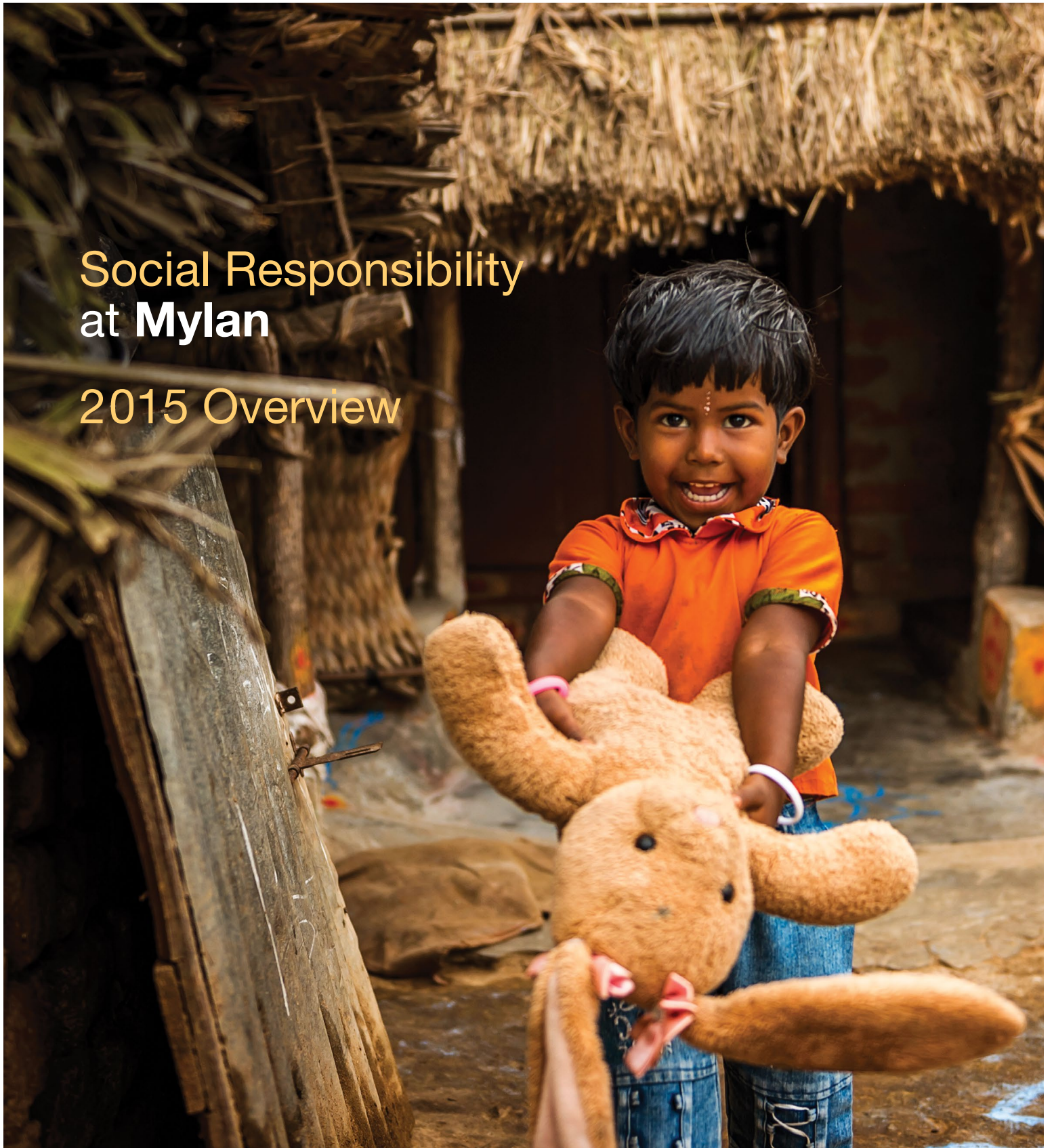


# Social Responsibility at Mylan

## 2015 Overview



Better health  
for a better world™  
7B:1

 **Mylan**®  
Seeing  
is believing™

**At Mylan,** we are committed to setting new standards in healthcare. Working together around the world to provide 7 billion people access to high quality medicine is how we're creating...

**Better health for a better world.™**

**On the cover:** A girl in Chennai, India, plays with one of the stuffed animals made by Mylan interns and distributed at an orphanage for children living with HIV/AIDS and to children in an adjacent village.

*A message from*

## Heather Bresch, Mylan's CEO

At Mylan, we believe we have a responsibility to help make the world a better place. It's not always easy. There are resources to mobilize. Opinions to inform. Obstacles to overcome. Conditions that change. So for more than 50 years, we have remained focused on meeting unmet needs by thinking big, challenging the status quo, rolling up our sleeves to find innovative solutions and doing what's right, no matter what.

And we put people and patients first, trusting that profits will follow. This philosophy, which we call Doing good and doing well, reflects our belief that Mylan is not just a company, we're a cause. Today we express that cause as delivering Better health for a better world. Specifically, we aim to set new standards in healthcare and provide the world's 7 billion people access to high quality medicine...one person at a time (7B:1). It's an important, worthwhile ambition that we hope will make a lasting, positive impact for generations to come.



As such, we weigh every decision we make with the utmost care, asking ourselves how it might affect all of our stakeholders, including patients, customers, employees, communities, vendors, creditors and investors. Indeed, chances are that you, or someone you care about, has a stake in Mylan's success.

Although our scope today is international, less than 10 years ago we served just one market – the U.S. But the industry was changing – and standing still wasn't an option. So in 2007 we redoubled our efforts and undertook

two transformational acquisitions that allowed us to create, virtually overnight, a one-of-a-kind operating platform and a commercial footprint spanning approximately 145 countries and territories.

In the years since, we have focused relentlessly on leveraging these assets. In addition, we have been highly active in evaluating and acquiring strategic companies and assets to build upon our operating platform and commercial

“We aim to set new standards in healthcare and provide the world's 7 billion people access to high quality medicine...one person at a time.”



presence, complement our existing capabilities, enhance our financial flexibility, strengthen our competitive position and deliver additional value to all of our stakeholders.

All the while, we have been tireless advocates for changes in public policy nationally and internationally to help people everywhere access affordable, high quality healthcare. We have led initiatives, for instance, to help alleviate

some of the most severe public health crises of our time. And we are continually improving quality standards for our company and for our industry.

Moreover, we have assembled, nurtured and rewarded a passionate global workforce, whose members have distinguished themselves through their dedication to integrity, service and reliability. We have enriched our communities both by building strong businesses and by giving back. And we have consistently rewarded our shareholders, epitomizing our commitment to do good and do well.

In other words, we have an exemplary track record when it comes to conducting ourselves in a socially responsible manner.

Still, we recognize that Mylan's corporate social responsibility, or CSR, journey is a work in progress. To help us stay the course, we now are planning to put in place a formal global CSR program. It's exciting work that we know will accelerate our efforts to inspire, engage in and foster Better health for a better world.

In the meantime, I encourage you to read this booklet, which is designed to acquaint you with our many CSR accomplishments to date. On behalf of everyone at Mylan, thank you for your interest in our cause.

**“We have an exemplary track record when it comes to conducting ourselves in a socially responsible manner.”**

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#### Contact us

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## About Mylan

Mylan is one of the world's leading global pharmaceutical companies.

Our mission is to set new standards in healthcare. Working together around the world to provide 7 billion people access to high quality medicine, we innovate to satisfy unmet needs; make reliability and service excellence a habit; do what's right, not what's easy; and impact the future through passionate global leadership.

We offer a growing portfolio of approximately 1,400 generic pharmaceuticals and several brand medications in all of the world's top therapeutic classes. In addition, we have a wide range of antiretroviral, or ARV, therapies, upon which nearly 50% of HIV/AIDS patients in developing countries depend. We market our products in approximately 145 countries and territories. In 2014 our revenues totaled nearly \$8 billion.

Our manufacturing footprint includes 39 facilities in 10 countries, and every one of our medications is subject to our one global quality standard regardless of where it is produced. We have capacity

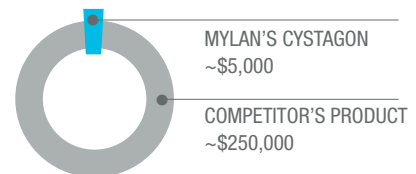
today to produce 58 billion oral solid doses, 500 million injectable units, 260 million patches and 15 million semisolid units annually. We also are one of the world's largest producers of active pharmaceutical ingredients, or APIs. Being vertically integrated gives us substantial control over the cost and quality of our products, allowing us to provide affordable medicine people can trust.

Our R&D capabilities include an extensive range of dosage forms and delivery systems, including oral solid doses, transdermal patches, injectables, respiratory inhalants, topicals, soft gel capsules, nasal sprays, solutions, suspensions, ophthalmics, ARVs and APIs. We have more than 3,400 new product submissions pending regulatory approval around the world.

Moreover, Mylan is widely recognized for focusing on products that are difficult to formulate or manufacture. And we lend our ingenuity to help those who might otherwise have nowhere else to turn. Our work on Cystagon® is a perfect example (see right).

### CYSTINOSIS

RELATIVE U.S. PER PATIENT PER YEAR COST TO TREAT CYSTINOSIS



**Cystinosis is a rare genetic disease that typically kills its victims by their 10th birthday.**

Academic scientists developed an effective liquid treatment for the disorder. Unfortunately, the product tasted so bad that children struggled to take it. Several brand pharmaceutical companies tried but failed to solve the problem and abandoned the product.

Mylan's R&D team formulated a capsule product and in 1995 introduced Cystagon®. Although we never made much money on the product, we helped children with cystinosis look forward to a full life.

In 2013, a competitor introduced a product designed to treat the disease. Its price is significantly higher than Cystagon's. Mylan has chosen to put patients first by maintaining affordable access to this important medication.

1961

Founded by Milan "Mike" Puskar and Don Panoz in White Sulphur Springs, West Virginia, U.S.

1973

Became a publicly traded company

1984

Received our first branded product approval

2002

Generated more than \$1 billion in revenue for the first time

2007

Went global with the acquisitions of Matrix and Merck Generics

OUR REVENUE



Mylan is widely recognized for focusing on products that are difficult to formulate or manufacture.

We team up when it makes sense with other leading life-sciences companies. For example, we have been working with Natco on a generic version of Copaxone®, a multiple sclerosis treatment. With our partner Biocon, we are developing biosimilars that treat various cancers and autoimmune diseases, and working to bring to market insulin analogs, such as a generic version of Lantus®. In partnership with Theravance Biopharma and Pulmatrix, we are developing therapies to help

round out our respiratory offerings, which soon will include a generic version of Advair®.

Our workforce of approximately 30,000 people is dedicated to creating Better health for a better world, one person at a time – a pledge we call 7B:1. And by staying true to our values, respecting the interests of all stakeholders and always doing what is right, we continue to break down barriers to access while delivering value to shareholders. In other words, by doing good, we do well.

2012

Championed the U.S. Food and Drug Administration Safety and Innovation Act

2013

Acquired Agila Specialties and became a global injectables leader

2015

Acquired Abbott's non-U.S. developed markets specialty and branded generics business

01



## OUR VALUES

### INNOVATION

We are unconventional, visionary and bold. We “connect the dots” others overlook. We see possibilities and bring them to life. We love to challenge the status quo and introduce new and better ways to help people everywhere enjoy a higher quality of life. Having the courage to be a force for constructive change is in our DNA.

### INTEGRITY

Doing what’s right is sacred to us. We behave responsibly, even when nobody’s looking. We set high standards from which we never back down. This uncompromising ethical stance helps to keep our products pure, our workers safe and the environment clean.

### RELIABILITY

Dependable. Reliable. Call it what you will, we’ve made it a habit. We strive to be there through thick and thin, rain or shine, delivering on every promise, every time. That’s why people around the corner and across the world count on Mylan.

### SERVICE

We understand that “it’s not about us” – it’s about helping others – and we believe there’s no situation we can’t handle. We would do whatever it takes, work ‘round the clock, cross any river and spare no effort – all to meet someone’s need. We wrap our high quality products in high quality service.



### TEAMWORK

Together, we can run faster, reach higher and achieve more than any one of us can alone. We relish opportunities to collaborate because it’s invigorating, enlightening and powerful. When we join forces and plow through boundaries, we move mountains.

Together, we can run faster, reach higher and achieve more than any one of us can alone.

# VALUES

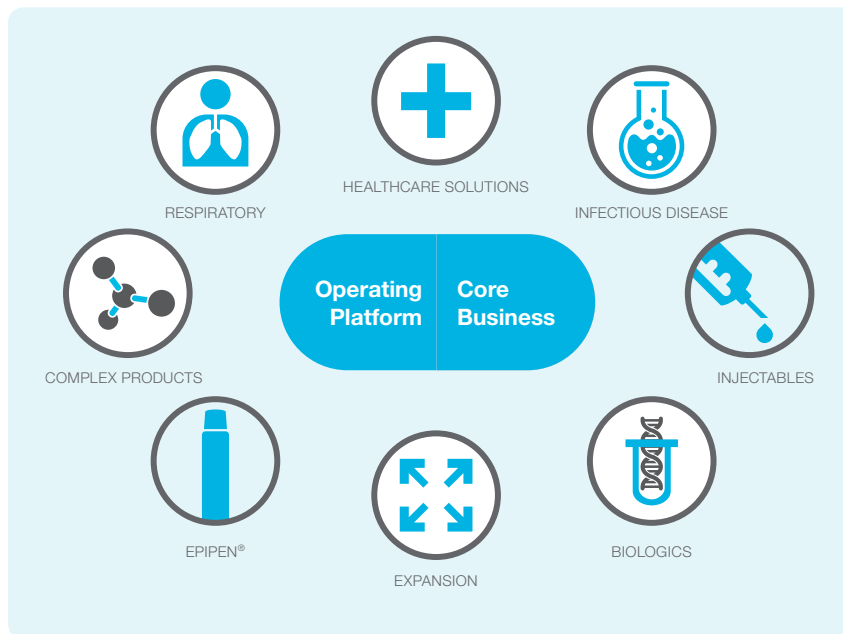


## OUR STRATEGY

We look forward to continuing to grow our business responsibly through our proven strategy. Count on us to:

- > Leverage further our differentiated, global operating platform;
- > use our powerful commercial presence to keep expanding the world's access to our growing portfolio of products;
- > continue making significant investments in multiple long-term growth drivers (see below);
- > pursue mergers, acquisitions and business-development deals that add value and ensure ongoing financial flexibility
- > work to maintain our strong track record of executing to deliver exceptional shareholder returns; and
- > continue putting our commitment to social responsibility into action by inspiring, engaging in and fostering Better health for a better world.

## GROWTH DRIVERS



**ROBERT J. COURY**  
EXECUTIVE CHAIRMAN



**HEATHER BRESCH**  
CHIEF EXECUTIVE OFFICER



**RAJIV MALIK**  
PRESIDENT



**JOHN D. SHEEHAN**  
CHIEF FINANCIAL OFFICER



# INSPIRING

BETTER HEALTH FOR A BETTER WORLD

*Our shared belief in  
Doing good and doing well  
is based on our values,  
which we express every day  
through our actions.*

02

*Inspiring Better health for a better world*

## Acting with integrity

At Mylan, we do what's right, not what's easy. We call this acting with integrity, and the chapters that follow provide many great examples of how we have upheld this commitment over the years.

Like our unwavering focus on quality, our insistence on putting people and patients first, and our passion for leading the industry, doing what's right is part of our DNA. In fact, it was the central philosophy of the man after whom Mylan is named – co-founder Milan “Mike” Puskar. He made clear that, “We do it right or we don't do it at all,” laying what proved to be an ideal foundation through which to deliver Better health for a better world.

Mylan is committed to conducting business in accordance with the highest standards of ethics and integrity and in compliance with applicable laws. To us, ethics in business is much more than following the rules. It is leading by example, setting the tone at the top, having the courage to make difficult decisions, demonstrating the right values and creating the right culture in our organization. One of the many ways we live this commitment is through our compliance program.



### GOOD GOVERNANCE

The program starts with our board of directors, which has an established compliance committee comprising non-executive independent directors. The committee oversees our chief compliance officer's efforts to manage and continually enhance our global compliance program. Our chief compliance officer serves on Mylan's executive governance team and reports to the board's compliance committee and to our CEO. This structure provides broad perspective as well as independence.

We also have a dedicated team of compliance professionals located throughout the regions where we operate. That's because we believe having “boots on the ground” is a great way to demonstrate our commitment to acting with integrity. And given the tremendous variety of markets and cultures we touch, this practice also provides our employees with a local contact who can help them stay true in letter and spirit to Mike Puskar's mantra.

Mylan is committed to conducting business in accordance with the highest standards of ethics and integrity and in compliance with applicable laws.

# INTEGRITY



Innovation • Integrity • Reliability • Service • Teamwork

Compliance starts with you.  
**Make the call.**  
1.888.mylan04 (695.2604)

If you have a question or need about a potential compliance violation, discuss it with your supervisor or other manager in your line of reporting. If you have a question or need about a potential compliance violation, discuss it with your supervisor or other manager in your line of reporting. If you have a question or need about a potential compliance violation, discuss it with your supervisor or other manager in your line of reporting. If you have a question or need about a potential compliance violation, discuss it with your supervisor or other manager in your line of reporting.

Call: Compliance Line 1.888.mylan04 695.2604  
Email: compliance@mylan.com  
Mail: The Mylan Code, Mylan Inc., 333 Research Court, Trenton, NJ 08646, U.S.  
Online: www.mylan.com/compliance

**Mylan**  
Believing is achieving

### MYLAN'S COMPLIANCE LINE

- > **Is accessible 24 hours a day, 7 days a week;**
- > **allows reports to be submitted via telephone, email, online or by mail;**
- > **permits anonymous reporting; and**
- > **keeps all information confidential.**



Employees also can turn for guidance to Mylan's Code of Business Conduct and Ethics. The code sets forth guiding principles that inform our policies and standards, and reflect our values of Innovation, Integrity, Reliability, Service and Teamwork. The code applies to Mylan, all of our subsidiaries and our affiliates.

Naturally, given our growth over the years and the dynamic nature of our industry, we regularly develop or update policies and procedures to supplement topics found in our code.

In addition, our global compliance team creates innovative and engaging computer-based and instructor-led

training programs. All employees must undergo training, with those in certain functions, such as sales and marketing, getting additional relevant instruction. Last year alone, our employees completed more than 71,000 training sessions.

Further, we provide vendors that may interact with government officials on our behalf with anti-corruption training. Since 2007, Mylan employees and third parties have completed more than 20,000 anti-corruption training sessions.

Our code, global compliance policies and core training courses have been translated into more than a dozen languages.

# ITY

# 02

## Compliance training at Mylan has kept pace with the company's growth.

### OPEN COMMUNICATION

We also encourage open communication about ethical and compliance-related matters. To this end, we have created an engaging communication program that features blogs, bulletins, policy reminders and videos, such as "Laugh and Learn" films that present key compliance considerations in fun and novel ways.

Employees may contact their supervisor, Human Relations representative, local or regional compliance officer, Legal department or our Office of Global Compliance (OGC) with compliance-related questions or concerns.

They also may use Mylan's Compliance Line. Regardless of how a report is made, Mylan prohibits retaliation against any employee for making a good-faith report of suspected misconduct.

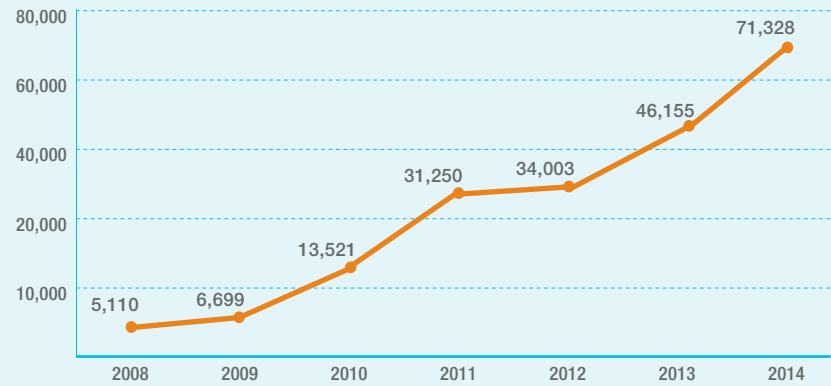
In addition, we perform audits to determine whether our processes comply with company policies and applicable laws and regulations, evaluate whether they are effectively implemented and maintained, and identify opportunities for improvement. We have several programs in place to monitor business activities. We actively participate in Mylan's enterprise risk assessment process, whose scope includes compliance risks. We also route all contracts involving interactions with healthcare providers or government officials to our OGC to conduct due diligence on the parties involved.

Further, we have a clear process for investigating, resolving and remediating potential misconduct. It includes:

- > A review of every report by our chief compliance officer;
- > thorough, impartial and timely investigation in coordination with Human Relations, our Legal department and other functions; and
- > fair and consistent disciplinary measures, when necessary.

Lastly, employees' annual performance evaluations take into consideration the degree to which they do what's right.

### RECORDED COMPLIANCE-RELATED TRAINING EVENTS





We currently conduct live, interactive “Doing What’s Right” sessions for our employees in more than 30 countries.

#### THE SESSIONS HIGHLIGHT

- > Our history of doing business with integrity and how we continue to demonstrate this commitment today
- > The importance of speaking up when employees see or become aware of something they think or know isn’t right
- > Mylan employees’ commitment to doing business in accordance with the highest ethical standards

*Inspiring Better health for a better world*

## Ensuring reliable and safe products

Providing 1,400 high quality pharmaceuticals in many forms, including nearly 60 billion oral solid doses, to patients in approximately 145 countries and territories is an immense responsibility. Fortunately, Mylan always has worked relentlessly to ensure that our entire process – from an idea to the finished dose in the patient's hand – is wrapped in a series of checks and balances that meet or exceed various regulatory and compliance standards enforced by the more than 50 health authorities that regularly inspect us. In 2014 alone we hosted 57 inspections across our facilities.

In fact, the culture our workforce operates in every day reflects an overwhelming belief that what we do is as personal as it gets. We look at our patients and customers as though they are members of our own family, because in many cases they are. The result is a fully integrated global network that produces reliable pharmaceuticals that patients the world over can trust.



Our internal network includes 39 API and finished-dose manufacturing and packaging facilities in 10 countries, and our external network consists of approximately 1,200 (pre-Abbott) direct partners. These third parties provide us with certain R&D services; active ingredients, excipients and intermediates; contract manufacturing; packaging, distribution, and other services and supplies used directly in the production of our medicines. Approximately 20% of the finished doses we market are produced by partners.

Not that anyone would know it.

That's because if Mylan's name is associated with a product – be it on the label or the invoice – each of the 30,000 people in our workforce understand that it must meet our rigorous, non-negotiable global quality standard. No matter where

in the world it is produced. One global standard. No exceptions.

We accomplish this by carefully establishing and unapologetically enforcing our own internal checks and balances and treating third parties as though they are an integral part of our network.

Our controls are fully vetted on a regular basis by an operations-focused internal audit team that provides standardized, objective assessments designed to evaluate current Good Manufacturing Practices (cGMP); Good Clinical Practices (GCP); Good Laboratory Practices (GLP); Pharmacovigilance; Environmental, Health and Safety (EH&S); and Regulatory Affairs operations for the purpose of measuring compliance with health authority regulations, Mylan policies, best practices and industry standards. Audits are done at our locations and facilities as well as at our external partners.

In addition, to support our collaborations with third parties, we have put in place a proactive mechanism called Quality Technical Agreements, or QTAs.

Mylan is one of the world's largest API manufacturers and continues to expand its manufacturing capacity to keep pace with its growing portfolio of products.



QTAs are binding contracts that provide a framework we use to assess the compatibility of potential and existing partners in terms of how well they measure up to our high standards. Agreements are kept current and renewed at regular intervals to confirm continued compatibility.

We also conduct due-diligence site visits before agreeing to partner with a third party; we then revisit the sites often. In 2014, we conducted approximately 1,200 audits of existing and prospective suppliers, contract manufacturers, packagers and laboratories. Choosing which suppliers to focus on is dictated by a rigorous risk-management model that balances a variety of factors, including but not limited to a product's delivery form (e.g., an injectable), the volume of supply and our previous experiences with the vendor.

When it comes to our vast supply chain, we adhere to several objectives that have been instituted globally. These include the secure management of products while in storage and transit; ensuring that our products are stored under the right environmental conditions (e.g.,

humidity or temperature) throughout the supply chain; and maintaining continuity of supply to patients. We achieve the objectives by carefully overseeing our distribution infrastructure, and maintaining backup and flexible supply capabilities, allowing us to respond to market demand. We also closely manage the cost of our supply-chain activities and minimize waste to help keep our products affordable, thereby promoting broader patient access to them.

Another way we keep costs in check while providing a reliable, flexible supply of active ingredients and finished products is through our proximity to markets and customers – that is, by strategically locating key facilities in the right places. For instance, our plant in Nashik, India, which produces oral solid dose medicines for markets around the world, ships product destined for Europe to our regional packaging center in Komarom, Hungary, which in turn gets proper quantities into the countries that need them. We also have sites in Japan which primarily serve that market, as well as sites in France, the U.S., Brazil and Australia.

## SUBSTANTIAL MANUFACTURING CAPACITY (annual)



**15M**  
SEMISOLID DOSES

**58B**



ORAL SOLID UNITS



**260M**

TRANSDERMAL PATCHES

**500M**

INJECTABLE UNITS



**3,600**  
**KILOLITERS**

ACTIVE PHARMACEUTICAL INGREDIENTS

**02**



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Our plant in Nashik, India, which produces oral solid dose medicines for markets around the world, ships product destined for Europe to our regional packaging center in Komárom, Hungary, which in turn gets proper quantities into the countries that need them.

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## MEETING THE HIGHEST STANDARDS

Our facilities are inspected by our internal operations audit team and health authorities for markets served around the world – and we hold ourselves to the highest standards. Many of our sites serve multiple markets. As a result, they require inspections by

several health authorities. For example, our oral solid dose facility in Nashik, India, serves more than 100 markets and gets inspected by more than 20 health authorities.

### Key markets serviced by Mylan's sites in India

- > Australia
- > Canada
- > Europe
- > Japan
- > New Zealand
- > U.S.
- > Rest of world, including countries in Africa



### KEY REGULATORY CERTIFICATIONS

	NASHIK	AURANGABAD	INDORE	JADCHERLA
Food and Drug Administration (U.S.)	●	●	●	
Health Canada	●	●		
Medicines and Healthcare products Regulatory Agency (U.K.)	●	●	●	●
Medicines Control Council (South Africa)	●	●		
Pharmaceuticals and Medical Devices (Japan)	●	●		
World Health Organization (Switzerland)	●	●	●	

*Inspiring Better health for a better world*

## Insisting on quality



If there's one trait that distinguishes Mylan, it's our enduring obsession with quality. Part of our DNA, it stems from an

overwhelming desire to do right by the patients we serve and our long-held belief that acting with integrity is the only way to conduct business and provide value to all of our stakeholders.

Consistent with our belief that each of our employees has the power to help deliver better health around the world, we view quality as being part of everyone's job at Mylan. It's not just the responsibility of a department or function, and it's not just the purview of those making products. Quality at Mylan is a mindset, a way of life. Whether an accountant, a fluid-bed operator, a Human Relations representative, a scientist or a custodian, attention to quality is the most important ingredient in all our employees' jobs.

Our employees agree. They recognize that quality starts with them. After all, they see that what we do is personal, with patients everywhere – including our parents, children, friends and neighbors – trusting us to provide them with the high quality medicine they deserve.



Mylan President Rajiv Malik addresses senior leaders at the company's 2015 Operations Leadership Summit: "Quality is the first ingredient in every one of our products."

### ONE GLOBAL QUALITY STANDARD

As powerful is our insistence on upholding one global quality standard across all of our facilities and businesses, regardless of product, plant location, patient or market. To reinforce this expectation, we regularly update our global systems and sponsor cultural campaigns and events designed to motivate, inspire and remind employees about the importance of quality.

Speak Up! is an element of our campaigns and events. This call to action empowers all employees to raise a red flag if they ever see or experience anything that isn't as it should be. In other words, they're invited to Speak Up! if someone isn't gowned properly. Speak Up! if they notice any deviation from a standard operating procedure. Speak Up! if they need help or are unsure of something.

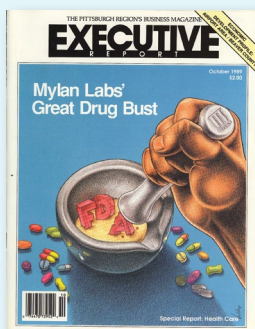
**"Quality is the first ingredient in every one of our products."**

– MYLAN PRESIDENT RAJIV MALIK

# QUALITY

## RAISING THE BAR

### UNCOVERING CORRUPTION



In 1985, Mylan's executives began noticing that applications for new generic drugs submitted to the U.S. Food and Drug Administration (FDA) by some of its rivals received far faster review and approval than did the company's.

Though we complained to the FDA about the delays, which we believed were preventing people from getting the medicine they needed and affecting our sales, the problems persisted.

So Mylan's then-president hired a private detective, who uncovered evidence that an agency supervisor had accepted bribes. We shared the information with a member of Congress and learned that several other generic pharmaceutical manufacturers had experienced problems with their applications.

Those same companies all pledged to step forward and join Mylan in its quest for justice – but soon backed off, fearing retaliation by the FDA. Only Mylan stood firm and had the courage to persist.

The result in the short run was a widespread investigation that uncovered corruption within the FDA's generic drugs division and unconscionable conduct, such as falsifying test results, among multiple competitors. The result in the long run was reform of the FDA's review procedures for generic drugs, restoration of a level playing field for manufacturers and prevention of potential injury to consumers.



7B:1 – Mylan leaders at the summit discuss their personal commitment to quality.



As a result of our crusade against corruption (see left), the FDA intensified its scrutiny of Mylan. That was fine by us, and we welcomed the agency with open arms because we had great confidence in the quality of our workers, processes and products.

But when Mylan went global in 2007, we were chagrined to learn that many manufacturers outside the U.S. that supplied medicines to that market were seldom, if ever, inspected.

So we got to work and played a crucial role in shaping landmark U.S. legislation called the Food and Drug Administration Safety and Innovation Act. The law, including its Generic Drug User Fee Amendments, expanded the FDA's authority and strengthened its ability to safeguard and advance public health.

There's a saying that, "Rising tides lift all boats," and we believe that drug quality around the world is being enhanced by Mylan's creative and persistent approach to finding a legislative solution to again restore a level playing field in the U.S. and increase FDA inspection rates around the world.

Today, in addition to the FDA, we welcome inspectors representing multiple local, regional and global regulatory health authorities, including the World Health Organization; Japan's Ministry of Health, Labor and Welfare; the European Medicines Agency; and Australia's Therapeutic Goods Administration.



# ENGAGING IN

BETTER HEALTH FOR A BETTER WORLD

*Our responsibility extends beyond medicine to include programs that deliver better health to people everywhere they live, work and grow.*

# 03

*Engaging in Better health for a better world*

## Protecting patients

Another Mylan hallmark is our focus on safeguarding the health and safety of patients around the world, and our efforts take a variety of forms.

For instance, like all reputable pharmaceutical companies, we have a pharmacovigilance program. Such programs are important because the complex mechanisms that allow medicines to help people also may produce unwanted side effects. So our Global Product Safety and Risk Management team continually collects and evaluates information from patients, healthcare professionals, scientific literature and regulatory authorities to try to identify new information about the use of medicines and any adverse effects experienced by patients. The team makes sure that all of our clinical trials are conducted in accordance with the International Declaration of Helsinki's ethical principles for medical research involving humans.



In addition, we are enhancing how we manage clinical trials by reducing the number of contract research organizations we use and instead leveraging strategic partnerships in key locations across the globe – a great example being our work with West Virginia University's Clinical & Pharmacologic Research Center. Such partnerships give us more control over the quality of studies performed and help us make sure that patient safety always is the highest priority.

We carefully safeguard our supply chain as well, from the moment materials come into our plants, to when medicines come off our packaging lines, to the moment patients use them. Our distribution centers, for instance, are very tightly secured. We carefully vet carriers before allowing them to transport our products. We diligently track the location

of high-risk shipments during transit using GPS technologies and other means.

In addition, our supply chain security program has been validated by the U.S. Customs and Border Protection agency, achieving the highest level of certification, Tier III status, within its Customs-Trade Partnership Against Terrorism program.

To monitor how we operate, and go above and beyond what's required by regulatory authorities, our internal Product Integrity Coordinating Committee continually evaluates the security infrastructure of our supply chain. We also partner with various industry organizations, such as the Pharmaceutical Supply Institute, to learn from them and offer what we know about keeping patients safe.

In addition, through our global serialization program, whose implementation is in progress, we assign saleable units, or products, a unique number that can be used to track, trace and authenticate medicines before they are administered. In building the program, we have been collaborating closely with



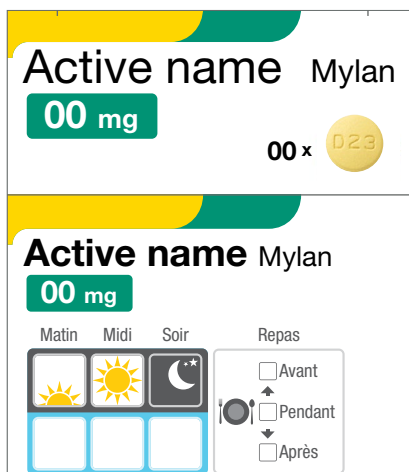
In the U.S., we have introduced “Mylan blue” bottles for some of our products. The distinctive color helps pharmacists more easily and quickly locate our medicines, which patients have come to trust.



the Pharmaceutical Distribution Security Alliance, generics trade associations, customers, and suppliers of associated equipment and software.

Wherever possible, we innovate to design packaging that helps keep patients safe.

In a growing number of markets, for example, we are introducing labels that include an image of our product and symbols indicating when during the day it is to be taken.



All of our clinical trials are conducted in accordance with the International Declaration of Helsinki’s ethical principles for medical research involving humans.

## INNOVATIVE DRUG TECHNOLOGIES

Among the many dosage forms available to deliver medicines are patches applied to the skin.

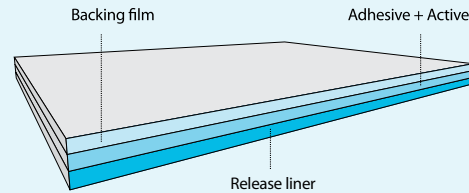
Some drugmakers offer patches that consist of a reservoir filled with medication; they're often called "ravioli" patches. However, if a reservoir leaks, an excessive dose of medication may be delivered all at once, posing a danger.

To help prevent such outcomes while offering the same safety and efficacy profile, Mylan instead produces "matrix" patches (shown at right). They cannot leak because they have no liquid-filled chamber.

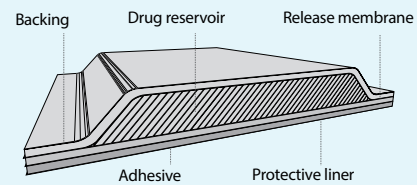
We produce a matrix patch by blending the active pharmaceutical ingredient into its adhesive.

As an added safety precaution, all of our patches feature metal-free construction. Those containing aluminum or other metals in their backing can overheat during magnetic resonance imaging, or MRI, scans and burn the patients wearing them.

### Mylan's patch



### Competitor patch



We carefully safeguard our supply chain, from the moment materials come into our plants, to when medicines come off our packaging lines, to the moment patients use them.



## GOOD TO KNOW

Mylan helped shape the development of legislation adopted in 2010 by the European Parliament and Council of Ministers. The legislation led to the implementation of Good Pharmacovigilance Practice, or GVP, within the European Union. In addition, we worked on the International Conference for Harmonization committee that redefined electronic standards for collecting and reporting safety data worldwide.

Mylan was a founding member of the Pharmaceutical Distribution Security Alliance. We contributed to the passage of legislation standardizing a national U.S. serialization system to safeguard the pharmaceutical supply chain at a time when many companies chose not to be involved.

Mylan is the only generic manufacturer in high-level discussions with the U.S. Department of State and partners in industry, academia and non-governmental organizations about the issue of substandard, spurious, falsified, falsely labeled and counterfeit (SSFFC) medicines. As a result of our involvement, we were the first generic manufacturer invited to join Fight the Fakes, a public awareness campaign.

Some of Mylan's clinical trials are conducted at West Virginia University's Clinical & Pharmacologic Research Center (CPRC). Founded in 2012, it tests medications being developed for use in the U.S. and elsewhere. The medications must meet the FDA's high standards. Like Mylan, the CPRC's first priority is to protect the health and safety of research volunteers and make sure that each is fully informed before participating in a trial.



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## Protecting the environment

Mylan's commitment to doing what's right, not what's easy extends to protecting and preserving the environment. We've set our sights high – seeking in all that we do to either minimize our impact on the environment or, better yet, improve it. And we've put in place the infrastructure needed to follow through. After all, our focus on delivering Better health for a better world is undermined if the air we breathe, water we drink or food we eat is unwholesome.

### CLEAN AIR

That's why we're always eager to take action. A great example is our installation in the early 1990s of thermal oxidization technology at our plant in Vermont to control solvent compounds, including volatile organic compounds (VOCs) and hazardous air pollutants.

Another example is our voluntary elimination in 1996 of methylene chloride in tablet-coating operations – an industry convention – at our flagship plant in Morgantown, West Virginia. Our achievement was a first among pharmaceutical companies. The solvent,

which is used in many industries, has been identified as a potential carcinogen.

We also opted in 2010 to install regenerative thermal oxidizer (RTO) technology at that same plant, which we believe today is the largest pharmaceutical manufacturing site under one roof in North America. As a result, we have significantly reduced solvent emissions into the atmosphere.

Similarly, we continue to outfit our other facilities around the world with equipment designed to help keep the environment clean, utilizing new technology as it becomes available.

Our sales representatives are doing their part too. Low-emission vehicles make up about 75% (pre-Abbott) of our commercial fleet, with those in the European Union emitting carbon dioxide levels well below the region's stringent limits.

### CLEAN WATER

We are just as passionate about protecting our planet's water. So at all of our sites, we continually look for ways to reduce its consumption or preserve its quality.



For instance, our injectables facilities across the globe require not just water, but sterile water, known as "water for injection." We typically reuse water not meeting this exceptionally stringent standard for other non-potable purposes, such as cooling equipment.

In addition to conserving water, we also are implementing technologies to manage and reduce the amount of wastewater and effluents produced by our manufacturing facilities, and to minimize wastewater contaminants.

We have seven zero-liquid-discharge plants in India.



In fact, we have seven zero-liquid-discharge, or ZLD, plants in India, minimizing our impact on the environment and nearby communities. We look forward to introducing innovative ZLD technology at our other sites.

We also harvest rainwater at many of our manufacturing plants in Australia and India, the latter being home to approximately half of our production facilities. In Australia the rain collected is used in non-potable equipment and processes. In India it is used to charge groundwater.

## IMPROVING WATER QUALITY IN INDIA



Many of India's common, or public, effluent treatment plants, including those serving some of Mylan's facilities, have faced technological and operational challenges over the years in ensuring proper treatment of wastewater. So the nation's environmental authorities have been focused on redoubling their efforts to address the situation.

To stay ahead of the curve, we began installing zero-liquid-discharge, or ZLD, equipment in 2009 to meet strict requirements, minimize wastewater contaminants, recycle wastewater for use in boilers and cooling towers, and reduce our impact on the surrounding communities. Today, six of our API plants and one of our oral solid dose facilities in India feature state-of-the-art ZLD equipment.

## CLEAN ENERGY

As for energy, we use natural gas, biofuel briquettes and other alternative fuels in many of our manufacturing facilities. Whenever possible, we send waste from laboratories and manufacturing activities to waste-to-energy facilities or cement kilns that convert it into energy or steam used for heating.

Some of our sites in India purchase electricity from third-party suppliers that utilize renewable energy, such as solar and wind power. In addition, one of our API plants generates steam from a mixture of coal and rice husks, producing up to 60% of its electricity.

Across all of our locations, including our offices, we use a variety of environmentally friendly measures, such as sinks that dispense water only upon sensing hand-washing motion, low-emission vehicle parking, carpool parking,

bicycle racks, and high-efficiency heating and cooling systems. We also use temperature-regulation sensors at many sites to maintain a comfortable working environment while conserving energy.

At some facilities, we send unused and waste solvents to third-party recyclers who repurpose it for use by other manufacturers. In addition, we are using solvent recyclers for high-performance liquid chromatography units in some of our Quality Control laboratories.

### MYLAN IN INDIA



**International  
Organization for  
Standardization  
14001**

Five of Mylan's active API manufacturing sites, all of which are based in India, have met an internationally recognized benchmark, ISO 14001, for superior performance with respect to **protecting the environment**. Mylan's other API sites are working to achieve it soon.



**International  
Organization for  
Standardization  
50001**

Four of Mylan's API manufacturing sites were the **first in India** to have met an internationally recognized benchmark, ISO 50001, for superior performance in **managing energy responsibly**. Other Mylan sites are introducing similar systems so that they too may receive this certification.

### MYLAN IN THE U.S.



**U.S. Green  
Building Council**

Mylan's Robert J. Coury Global Center near Pittsburgh, Pennsylvania, is LEED-certified for new construction. Mylan's Washington, D.C., office is Silver LEED-certified for commercial interiors. Leadership in Energy & Environmental Design is a **green building certification** program that recognizes best-in-class building strategies and practices.



We have engaged employees across our facilities in recycling. For instance, those at manufacturing sites salvage cardboard, plastic and metal packaging. Many of our API facilities collect salts to be repurposed and sold for use in other industries. And we especially love that some sites are finding creative ways to help the environment: Our employees in some locations, for instance, compost waste after meals.

**{1 MILLION  
POUNDS**  
OF SOLVENT EMISSIONS  
ELIMINATED

## BREATHING EASIER IN MORGANTOWN, WEST VIRGINIA

While U.S. Environmental Protection Agency officials debated in 2010 whether to impose more stringent air-quality standards, Mylan's leaders decided voluntarily to forge ahead and reduce VOC emissions coming from the company's Morgantown, West Virginia, plant. At the time, air quality in Monongalia County, where the plant is located, was threatening to exceed national air-quality limits for ozone. VOC emissions generate ozone.

Mylan installed an RTO that year. Between 2011 and 2014, the equipment eliminated more than 1,000,000 pounds of solvent emissions from the atmosphere. As a result, families and communities in and around the area are breathing easier. The county's 8-hour ozone level average from 2011-2013 was 12% lower than its 2005-2007 average.



03

## COMPREHENSIVE ENVIRONMENTAL, HEALTH AND SAFETY PROGRAM

Mylan has long operated a comprehensive Environmental, Health and Safety (EHS) program. Its mission is to ensure a safe, healthful and environmentally responsible workplace that protects our employees, communities and facilities around the world, while supporting continued growth and value creation for all stakeholders.

### EHS MANAGEMENT SYSTEM

We carry out our program using an EHS management system based on time-tested principles that essentially lay out the high expectations we have of ourselves and our stakeholders, both internal, such as employees, and external, such as contractors and suppliers.



Supporting each principle is a process for sustaining excellence. It consists of an ongoing four-step cycle that includes the following activities:

- > **Plan**  
Identify how we can close gaps between where we are versus where we should be.
- > **Implement**  
Close the gaps.
- > **Check**  
Measure or confirm that we have succeeded.
- > **Improve**  
Decide how we can get even better.

### SETTING THE TONE

Consistent with our unending drive for excellence, in 2014 we asked Ernst & Young, a leading professional services firm, to conduct an extensive review of our EHS program. The reviewers confirmed that it “is global in reach and evolving to meet the needs of the increased scale and complexity of the company.” In other words, our program is solid. Reviewers also recommended actions we can take to make it even stronger, and we already have implemented many of them.

Because the tone at any organization starts at the top, the most important enhancement we have made is to establish a global EHS governance committee made up of senior executives from multiple functions.

The committee's purpose is to set EHS strategy and policy; evaluate and commission best practices; integrate EHS considerations into other key corporate decisions; monitor program performance; and make sure that EHS issues and opportunities are addressed proactively, swiftly, efficiently and appropriately.



## MYLAN'S EHS MANAGEMENT SYSTEM PRINCIPLES

1. Hold leaders and managers accountable for doing what's right
2. Proactively assess and manage risks
3. Comply with the letter and spirit of all relevant EHS laws and regulations
4. Prepare for emergencies and respond as appropriate
5. Investigate, report and follow up on incidents, and use them as opportunities to learn
6. Protect and preserve the environment
7. Develop and train our employees
8. Use technology to support compliance, share knowledge and work smarter
9. Insist that suppliers, contractors and partners meet our high EHS standards
10. Proactively assess and manage product and supply chain risks
11. Acquire, design and divest facilities safely
12. Anticipate and manage change
13. Continually assess our performance and look for opportunities to improve

We also are modifying the structure and staffing of our EHS organization; developing new programs; refining or globalizing existing programs; reinforcing a safety culture throughout our company; and improving how we collect, manage and report information internally and externally about our EHS performance.

All of these changes are consistent with our ongoing efforts to increase transparency and ensure accountability and ownership in every aspect of our business. As important, "changing our EHS game" will help us continue upholding Mylan's value of Integrity.

### EHS AUDITS

Mylan's Global EHS audit function systematically evaluates our performance and compliance status. These periodic assessments serve several purposes, including identifying risks to employees, the environment and the company; fostering continuous improvement and promoting knowledge transfer. If observations are found, the facility audited develops and implements action plans, which are tracked through their completion by ATLAS, Mylan's Global EHS Information System.

Additionally, for high occupational safety risk areas, we use specialized third-party partners to conduct focused audits. We performed major combustible-dust assessments at our oral solid dose facilities and process-safety-management assessments at our API facilities in 2013 and 2014, respectively.

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## Shaping public policy

As one of the first generic pharmaceuticals companies in the U.S. and now a global drugmaker, we have maintained a deep commitment to being a leading voice among policymakers on behalf of patients, our industry and other stakeholders everywhere.

Our roots in shaping public policy run deep. In 1981, for instance, we co-founded the industry's first trade association in the U.S. The association gave generic drug makers and their stakeholders a voice in designing groundbreaking legislation called the Hatch-Waxman Act of 1984.

The act created incentives for the nation's generic drugmakers to challenge patents upon which brand name drugs rely. It also created an abbreviated process, still in use today, that generics producers could follow to secure approvals to make and sell their products. The legislation struck a careful balance between innovation and competition, and brought more affordable, high quality medications more quickly to American consumers.

In the last decade alone, for instance, generics have saved the U.S. health system and patients nearly \$1.5 trillion. Today, generic utilization in the U.S., the world's largest pharmaceutical market, stands at an impressive 88%, up from just 19% in 1984.

### POLICY PRIORITIES

Staying true to our roots, we have advocated ever since for laws and regulations designed to expand people's access to high quality medicine. As such, our policy priorities are to:

- > Advance one global quality standard (learn more on pp. 18-19),
- > increase generic utilization,
- > break down barriers to access, and
- > improve patient health and safety (learn more on pp. 22-25).



### TO THESE ENDS, TODAY WE ARE:

- > Working with European governments facing budget constraints to develop policies that encourage sustainable access to generic medicines;
- > providing input, as the only generics manufacturer, into the United Nation's next-generation global development goals;
- > fighting for a fair and balanced Trans-Pacific Partnership trade agreement;
- > advocating for global policies that take us closer to an AIDS-free generation (learn more on pp. 36-39);
- > lobbying for expanded access to epinephrine in schools and other public places; and
- > promoting effective biogeneric approval pathways that drive interchangeability, maximize patient access to more affordable biologics and reduce healthcare spending.

The legislation struck a careful balance between innovation and competition, and brought more affordable, high quality medications more quickly to American consumers.

# PUBLIC



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### **PASSIONATE LEADERSHIP**

CEO Heather Bresch, then Mylan's head of Corporate Strategic Development, represented the company and the generics industry by presenting testimony before the U.S. Senate Special Committee on Aging in 2006. She discussed ways to improve patient access to generic drugs and eliminate tactics used at the time by brand companies to delay or block sales of generics.

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# POLICY

# 03

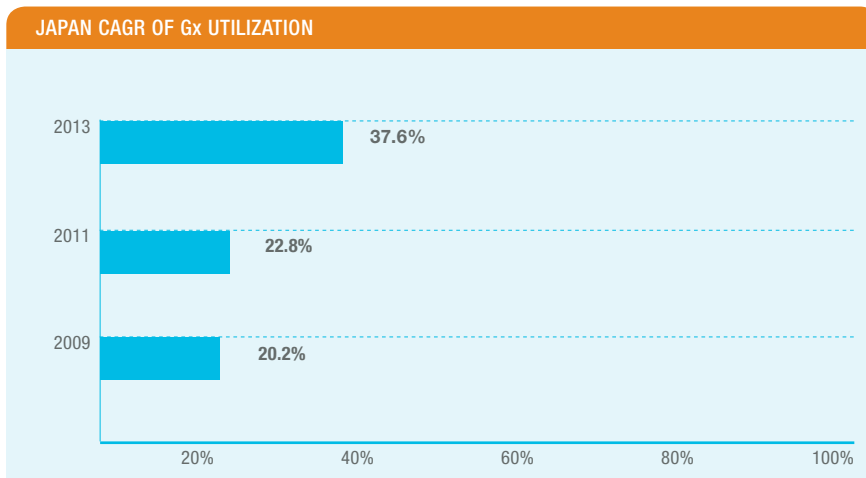


Our leadership positions in trade associations across the globe help us spearhead efforts to increase patient access to high quality medicine.

# ACCESS

### LEADING VOICE

While other voices in our industry have been quieted due to consolidation, conflicts from the growth of branded business, lack of resources and other factors, Mylan has maintained its unwavering focus on “doing what’s right, not what’s easy.” Our leadership positions in trade associations across the globe help us spearhead efforts to increase patient access to high quality medicine.



MHLW drug price survey



### DRIVING GENERIC UTILIZATION

The savings and therapeutic value generic drugs bring to healthcare systems are irrefutable, yet curiously, utilization of these high quality products continues to vary by country.

In Japan, one of the world’s largest pharmaceutical markets, for example, where utilization traditionally has been low, we addressed the nation’s health ministry in 2009. We shared important lessons learned from passage of the Hatch-Waxman Act in an effort to help Japan reap benefits similar to those in the U.S. Japan’s health ministers grasp the value of generics and their utilization in that country has been increasing.

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## Stemming the tide of HIV/AIDS

Mylan is proud to be at the forefront of the fight against HIV/AIDS, a global epidemic that has caused an estimated 39 million deaths and devastated countless lives and communities.

We currently supply life-saving ARV medicines to an estimated 6.4 million men, women and children living with the disease in more than 100 low-income countries. And we look forward to helping achieve the UNAIDS goal of reaching 26 million more people.

Moreover, and unlike many other ARV suppliers, we refuse to allow the thin margins earned in such countries on these products dissuade us from fighting the good fight. In fact, we continue to invest in additional capacity to help expand access.

As a result, we are the world's largest producer of ARVs, and nearly 50% of people receiving treatment today for HIV/AIDS in the developing world depend on one of our products.

### SOUND INVESTMENTS

- > **Approximately 50% of our API production capacity is dedicated to ARVs**
- > **We are adding capacity to produce ARV triple therapy for up to 9 million people**
- > **Since 2011, we have made capital expenditures of \$250 million**

### RELENTLESS INNOVATION

In addition, we have innovated relentlessly. We helped pioneer, for instance, a revolution in pediatric ARV treatment by introducing oral solid dosage forms of combination drugs and developing taste-masked, dispersible forms. As a result, today we supply the majority of pediatric AIDS medicines in the world.

We were the first to market heat-stable formulations of second-line medicines for adult patients who develop resistance to initial ARVs.

And we brought the best-in-class, first-line triple therapy to low-income countries three years before any other generic supplier and only three years after the branded product launched in the U.S. As noteworthy, during that period, and in the absence of competition, we brought prices down on the product by 50%. Today, we sell it for \$120 annually, one half of 1% of its price in the U.S.

India-based Matrix Laboratories, later acquired by Mylan, entered the market in 2003, when just a few thousand patients in Africa had access to ARVs. Initially, we supplied APIs and became an important turnkey partner to President Bill Clinton as he brokered deals to halve the prices of ARVs used at the time. Four years later, we began producing finished dosage forms (FDFs). Today our portfolio contains 14 APIs and 50 FDFs.

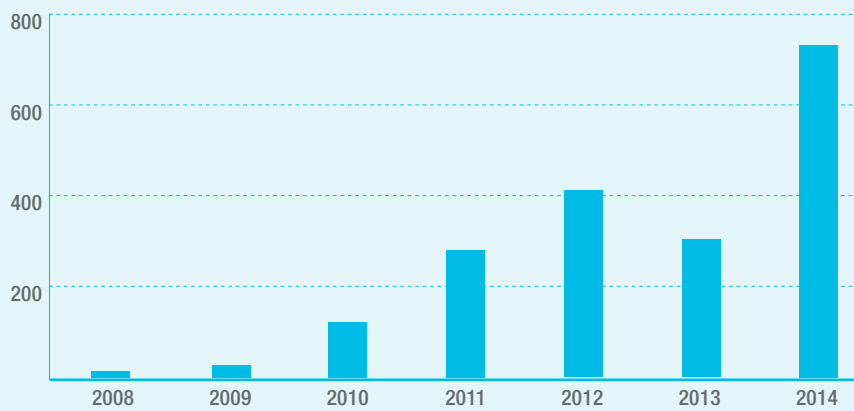


Nearly 50% of people receiving treatment today for HIV/AIDS in the developing world depend on one of our products.

50%



NUMBER OF CHILDREN ON MYLAN ARV PRODUCTS, IN THOUSANDS



**Pediatric ARV scale-up**  
 More than 60% of children on treatment in access markets are on Mylan products.



#### SHAPING POLICY

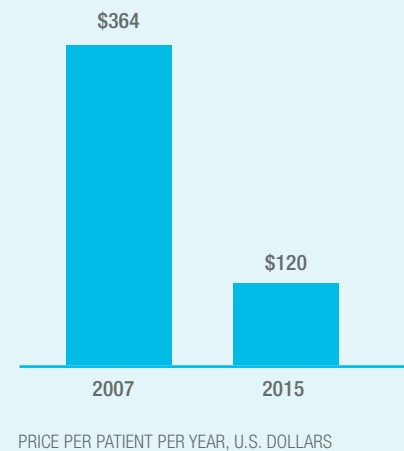
Our role in stemming the tide of HIV/AIDS goes far beyond supplying high quality, affordable ARVs. We also work closely with AIDS organizations to shape market policy and with local governments to determine how to swiftly implement HIV-treatment guidelines.

We are the only generic drugmaker working with the Global Fund to Fight AIDS, Tuberculosis and Malaria on policy matters. As the 2015/17 alternate

board member of its Private Sector Delegation, we are advising the Global Fund on how to make sure the impact of its investments is sustainable.

In addition, our global scope combined with our deep knowledge of local markets allow us to provide our international AIDS partners with valuable feedback on how their global goals can work in individual countries.

#### PRICE OF FIRST-LINE TRIPLE THERAPY



Mylan lowered prices of best-in-class first-line triple therapy ARVs by 50% before any competitor entered the market.



**POWERFUL PARTNERSHIPS**

Mylan's progress in combating HIV/AIDS is also reflected in its powerful partnerships with a wide variety of organizations that share its humanitarian goals.

Organizations include the Clinton Health Access Initiative; UNITAID; UNICEF; the Bill & Melinda Gates Foundation; Global Fund to Fight Aids, Tuberculosis and Malaria; the World Health Organization;

and the U.S. President's Emergency Plan for AIDS Relief, or PEPFAR.

In addition, our licensing arrangements with Bristol Myers Squibb, Gilead Sciences, Merck, Janssen, MSD and Viiv Healthcare allow us to produce and market generic versions of many of their ARV therapies. We also sponsor clinical research, for instance, to prove the effectiveness of wide-scale treatment in preventing HIV.

We also partnered with the Elton John AIDS Foundation (EJAF) in 2013 to give a combined \$1 million to the Business Leadership Council for a Generation Born HIV Free. The funding supports the elimination of mother-to-child transmission of HIV in Nigeria.

We have sponsored the annual World TeamTennis (WTT) Smash Hits competition since 2012. The charity tennis event has raised nearly \$3 million, benefiting EJAF and various local AIDS charities.

We partnered the Elton John AIDS Foundation in 2013 to give a combined \$1 million to the Business Leadership Council for a Generation Born HIV Free. The funding supports the elimination of mother-to-child transmission of HIV in Nigeria.

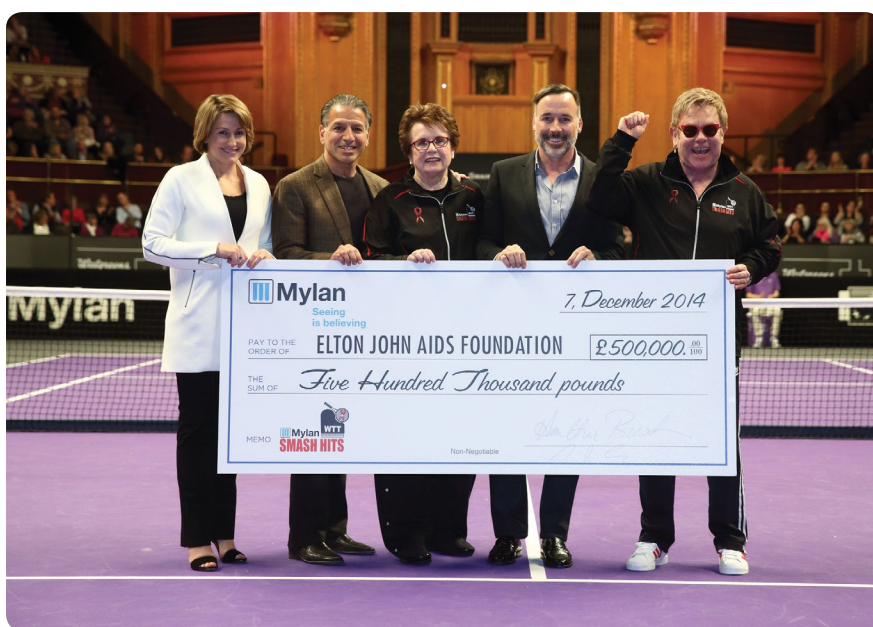


PHOTO: JORDAN MANSFIELD/GETTY IMAGES

(L-R) Mylan CEO Heather Bresch and Mylan Executive Chairman Robert J. Coury present a €500,000 check for EJAF to Mylan WTT Co-founder and former professional tennis player Billie Jean King, EJAF Chairman David Furnish and singer Sir Elton John at the Mylan WTT Smash Hits charity event held at the Royal Albert Hall in London on Dec. 7, 2014.

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## Combating anaphylaxis

“When anaphylaxis occurs, every minute matters – even one incident without access to epinephrine is too many.”

– Mylan CEO Heather Bresch



Our complimentary EpiPen® (epinephrine injection) Auto-Injector carrying case encourages patients to keep their devices on them at all times.

For reasons unknown, there has been an increase in life-threatening (severe) allergic reactions, or anaphylaxis, in recent years. The condition causes approximately 1,500 deaths annually in the U.S. alone, and children and adolescents are among those most at risk. An estimated one in 13 children in the U.S. has a food allergy, a common cause of anaphylaxis, and studies have shown that as many as one in 20 adults are at risk.

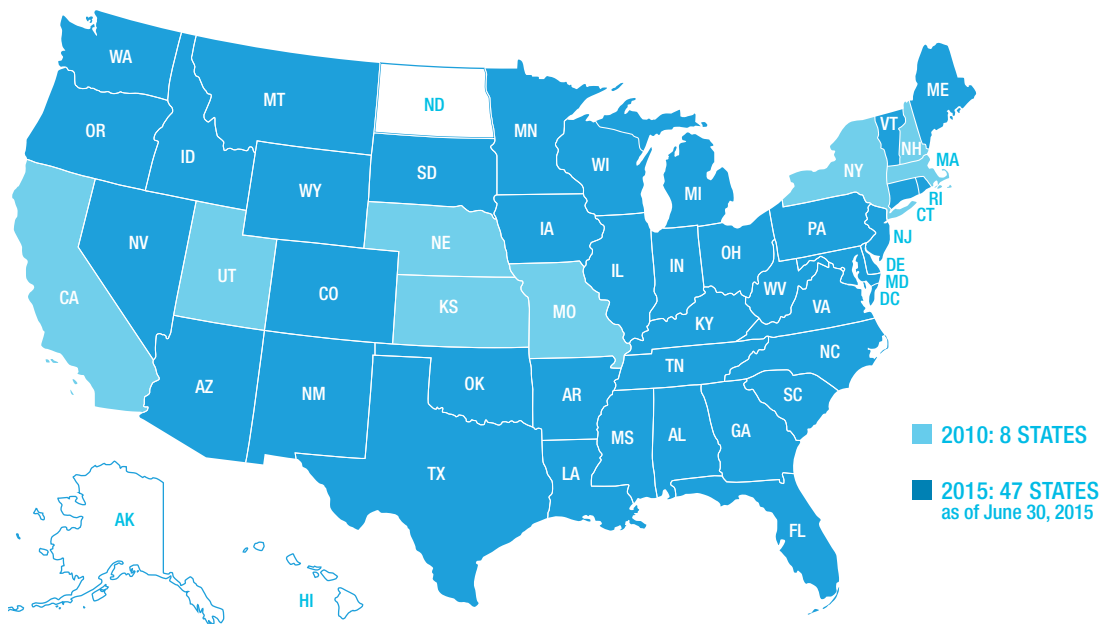
Despite this prevalence, many people still don't recognize the signs and symptoms of anaphylaxis and aren't prepared to respond appropriately if it occurs. To combat this public health issue, we have spearheaded and supported multiple efforts to help raise anaphylaxis awareness, preparedness and access to treatment.

### EPINEPHRINE ACCESS IN SCHOOLS

Approximately three years ago, a series of tragedies highlighted the need for immediate access to epinephrine, the first-line treatment for anaphylaxis, in school settings. Fortunately, since 2010, we have collaborated with government officials, leading advocacy organizations, parents, caregivers and healthcare

professionals to successfully champion legislation and policies – now enacted in 47 states – that allow or require schools to stock epinephrine auto-injectors.

In addition, on Nov. 13, 2013, the federal School Access to Emergency Epinephrine Act was signed into law, encouraging states to adopt laws requiring schools to supply stock epinephrine auto-injectors.



Schools allowed or required to stock and administer undesignated epinephrine auto-injectors for food and other allergies

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Mylan has distributed more than 36,000 free EpiLocker™ units for schools to store product received through the EpiPen4Schools® program.

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#### DELIVERING ON OUR COMMITMENT TO ACCESS

Consistent with our commitment to breaking down barriers to access, we launched the EpiPen4Schools® program in 2012. The program provides four free EpiPen® or EpiPen Jr® (epinephrine injection) Auto-Injectors to qualifying U.S. schools along with additional training and educational resources for schools.

One example of the program proving its worth was at Freedom High School in Manassas, Virginia, where a school nurse used one of the EpiPen® Auto-Injectors supplied through the program to help an 11th grader experiencing anaphylaxis for the first time to an unknown allergen. Freedom is one of more than 55,000 schools that have participated in our program. Several other schools also have since used the free EpiPen® Auto-Injectors, underscoring the program's positive impact.

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Nearly half of the nation's **~120,000** schools across the country have participated in the EpiPen4Schools® program.

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25% of severe and life-threatening reactions (anaphylaxis) reported in school happened in children with no previous diagnosis of food allergy.

EpiPen® Auto-Injector has been the No. 1 prescribed epinephrine auto-injector for more than 25 years.



### EPINEPHRINE ACCESS BEYOND SCHOOLS

Furthering our commitment to access, we now are shifting our legislative efforts to address other places where someone may experience anaphylaxis for the first time. They include:



Colleges and universities



Shopping malls



Child care facilities



Restaurants



Recreational facilities



Amusement parks

We believe that, like schools, these places should be permitted to stock undesignated epinephrine auto-injectors that can be used by trained individuals to respond in the event an anaphylactic emergency occurs. We are encouraged by positive action taken in 14 states as a result of our efforts to date.

EpiPen® Auto-Injector has been the No. 1 prescribed epinephrine auto-injector for more than 25 years. As a result, we've been able to achieve widespread insurance coverage, helping make EpiPen® Auto-Injector available wherever it's needed.

To further expand patient access to the product, we offer an EpiPen® co-pay card, which allows eligible patients to receive up to three EpiPen 2-Pak® (epinephrine injection) cartons (six EpiPen® Auto-Injectors) for as little as \$0. In addition, our patient-assistance program is eligible for qualified individuals who may need assistance with the cost of treatment.



### COMMUNITY ALLIES

We also maintain an unwavering commitment to those at risk for anaphylaxis through partnerships with more than a dozen leading advocacy and professional organizations. Since 2011, we have given more than \$10 million to fund educational efforts, including sponsorships and unrestricted grants, which support improving the lives of those affected by life-threatening allergies.

### COMMUNITY RECOGNITION

The Allergy & Asthma Network recognized Mylan in May 2015 with its “Most Outstanding Partner in Advocacy” award for our leadership in advocating for stock epinephrine.

Food Allergy Research & Education (FARE) recognized Mylan in June 2014 with its “FARE Vision Award” for working to make the world safer for people with food allergies and supporting FARE in its mission.

### OUR HEALTH AND PATIENT-ADVOCACY ALLIES

- > Academy of Managed Care Pharmacy
- > Allergy & Asthma Network
- > American Academy of Allergy, Asthma & Immunology
- > American College of Allergy, Asthma & Immunology
- > American Latex Allergy Association
- > American Red Cross
- > Asthma and Allergy Foundation of America
- > Food Allergy & Anaphylaxis Connection Team
- > Food Allergy Research & Education
- > Kids With Food Allergies, A Division of the Asthma and Allergy Foundation of America
- > National Alliance for Hispanic Health
- > National Association of School Nurses
- > National Association of State Boards of Education
- > National Medical Association

Since 2011, we have given more than \$10 million to fund educational efforts.

# ADVOCACY



## GET SCHOOLED IN ANAPHYLAXIS

We created our Get Schooled in Anaphylaxis™ educational initiative in 2012 to help those in school settings know how to respond when anaphylaxis occurs.

Get Schooled in Anaphylaxis campaign characters Ana and Phyl Axis help visitors navigate [anaphylaxis101.com](http://anaphylaxis101.com) to access educational tools and resources.

Get Schooled in Anaphylaxis™ is sponsored by and a trademark of Mylan Specialty L.P.

### DISNEY ALLIANCE

In 2014, Mylan signed a multi-year strategic alliance agreement with Walt Disney Parks and Resorts to help increase awareness of anaphylaxis.

The agreement includes updated maps in Disney's domestic theme parks and on its cruise ships as well as updated signage in the parks that highlight locations with EpiPen® and EpiPen Jr® Auto-Injectors. Over time, we also will introduce a variety of educational resources.



EpiPen®, EpiPen Jr®, EpiPen 2-Pak® and EpiPen Jr 2-Pak® are registered trademarks of Mylan Inc. licensed exclusively to its wholly-owned subsidiary, Mylan Specialty L.P. EpiPen4Schools® is a registered trademark of Mylan Inc.



As we've grown, so has our community. Today it includes more than 145 countries and territories, and Mylan's caring touch has changed lives in all of them.

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*Engaging in Better health for a better world*

## Serving communities

Delivering Better health for a better world happens at the local level, which is why from day one Mylan has made it a priority to give back to the communities we serve. This unwavering commitment is reflected in our pledge to show that we care by doing good and giving back.

As we've grown, so has our community. Today it includes more than 145 countries and territories, and Mylan's caring touch has changed lives in all of them.

In Haiti, the Philippines, Japan and, most recently, Nepal, for instance, we have supported disaster-relief efforts through generous product and monetary donations. Across the U.S., schoolchildren are benefiting from our EpiPen4Schools® program. In Nigeria, our financial support is helping to eliminate mother-to-child transmission of HIV. And in India, we have underwritten health fairs, water-purification systems and donations of medical equipment.

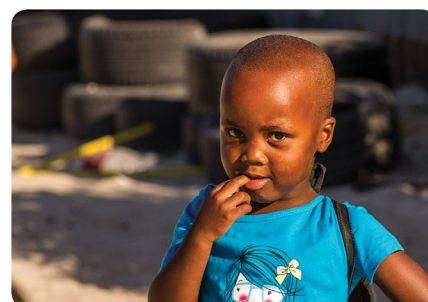
In addition, the Mylan Charitable Foundation has been providing financial support for various causes since 2002.

Its mission is to enhance the quality of life and meet unmet needs in and around the communities where Mylan operates, primarily working with child-related issues in the areas of education, social services and health, by encouraging self-sustaining and ongoing positive change. Over the years, the foundation has made grants totaling more than \$9 million to worthy causes.

As important has been our employees' enthusiastic involvement in events or campaigns sponsored by our company. Good examples include their support for United Way, Make-a-Wish, Red Cross, Le Petit Prince and Fondazione aiutare i bambini and Uttarakhand Flood Relief.

Further, many of our employees serve their communities outside of work by making charitable contributions, serving as reservists in their nations' armed forces, participating in fundraising events and volunteering as first responders, among other worthy causes.

In other words, our employees clearly appreciate – and exemplify – the power of 7B:1, which is all about changing the world for the better, one person at a time.





### SPIRIT OF GIVING

In September 2014, employees at one of Mylan's R&D Centers of Excellence teamed up with the Indian Medical Association to organize a day-long camp to provide free medical services to people living in rural villages surrounding Bollaram. As in many nations, India's rural communities too often lack adequate healthcare facilities.

More than 1,300 people consulted with or were examined by general practitioners and specialists, including gynecologists; pediatricians; ear, nose and throat doctors; ophthalmologists; dentists; and dermatologists.

Mylan provided affected patients with free prescription medications.

Mylan has a long history of sponsoring and organizing such camps in India, and since 2010 alone has put on more than two dozen.



### HELPING NEPAL

When Nepal was struck by a devastating earthquake earlier this year, Mylan immediately began shipping millions of doses of medicine to Direct Relief and AmeriCares, both nonprofit groups that provide disaster relief and humanitarian aid to people in crisis around the world.

Our employees started making voluntary personal financial contributions through an online donation portal we set up in partnership with the American Red Cross. Their generosity so far reflects Mylan's value of Service – "we understand that 'it's not about us,' it's about helping others."

Mylan and Mylan Charitable Foundation have pledged financial assistance, and we continue to look for ways to provide longer-term support to Nepal and the surrounding affected region.



### PITTSBURGH PROMISE

Mylan supports The Pittsburgh Promise Scholarship Fund, a scholarship program for Pittsburgh Public School students that advocates for improving the quality of education and increasing the preparedness and diversity of the region's workforce.



### ACTION AGAINST CANCER

Mylan employees in Australia pose for a picture after running during their lunch break on treadmills in support of Outrun Cancer. The organization encourages people to take action against cancer and adopt a healthier lifestyle.



## MYLAN CARES

Over the years, Mylan has supported countless organizations and causes. Recent examples include:

### AIUTARE I BAMBINI

Providing social support, health assistance, education and professional training to children in need in Italy

### MYLAN RELAY FOR HOPE

Raising funds and awareness for Canadians and people worldwide who are living with or are at risk of HIV/AIDS

### HIGHMARK CARING PACE

Enhancing the support-group experience for children and teens in Pittsburgh, Pennsylvania, who are grieving after the death of a family member

### WEST VIRGINIA UNIVERSITY CHILDREN'S HOSPITAL

Helping new parents in Morgantown, West Virginia, see their newborn from home while the baby is in the hospital's neonatal intensive care unit

### SHINE ON! KIDS

Supporting children with cancer and other serious illnesses in Japan, and their families

### PETITS PRINCES

Making wishes come true for children in France with life-threatening illnesses

### MAKE-A-WISH

Making wishes come true for children in the U.S. with life-threatening illnesses

### UNITED WAY

Connecting people in need in southwestern Pennsylvania to resources they need



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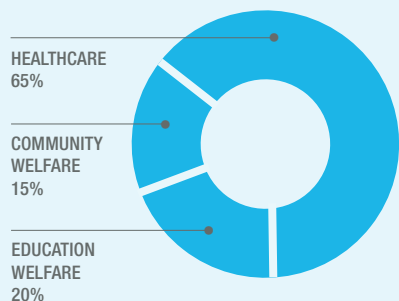
India, which is home to nearly half of Mylan's workforce, is an important focal point of our efforts to give back to the community. We fund our charitable efforts generously, with most of our current investments concentrating on meeting unmet needs in healthcare.

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## Locations of Mylan's investments in communities in India



### PLANNED ALLOCATION OF FUNDS, 2014-2015



In areas where we have a physical presence, Mylan and its employees engage in an extensive variety of humanitarian efforts (see “Spirit of giving” example on pg. 48).

As noteworthy, we are striving to make a difference in areas where we don't have a presence. Our emphasis in such communities is on serving those who have Hepatitis C, HIV/AIDS and cancer.

For instance, with respect to Hepatitis C, we aim to reduce the disease's prevalence in rural areas through mass-awareness campaigns and by providing access to early detection and treatment.

Our HIV/AIDS efforts focus on Maharashtra, where more than 2 million people live with the disease. Here we also conduct awareness campaigns, and we provide CD4 testing machines to clinics and support centers providing home-based care.

For cancer patients, we are looking, among other things, to identify best practices for standardized treatment and, in partnership with key cancer hospitals, helping people reduce exposure to risk factors.



# FOSTERING

BETTER HEALTH FOR A BETTER WORLD

*Our people are Mylan's most important asset, so their growth and safety is a top priority.*

*Fostering Better health for a better world*

## Investing in our people

Our 30,000 people worldwide are our most valuable asset in delivering Better health for a better world.

That's why we foster an environment where each of us can contribute to Mylan's cause by applying our unique talents and serving as leaders in our individual roles. We understand that to be different, we must think differently and challenge the status quo. Our diverse knowledge, unconventional mindset and passion are what make it possible for us to be bold and set new standards in healthcare.

### HIGH PERFORMING LEARNING ORGANIZATION

Achieving a mission as ambitious as ours requires our workforce to have the right skills, knowledge and motivation. So we put the right people in the right roles with the right mindset. We value knowledge and experience over title and tenure. And we drive high performance through a strong focus on continuous collaboration and learning.

Moreover, learning isn't limited to the classroom – it occurs through everyday experiences as well. It can be as simple as being curious and asking questions, or it can be more significant, such as taking on new projects or opting for a road-less-traveled career path within the company. Some of our most valuable development opportunities come from stepping out of our comfort zones and learning from both successes and failures.

Employees also bring 7B:1 to life by owning their roles, responsibilities and results. Our employees set annual performance and development objectives to encourage professional and personal growth. And we hold each other accountable not only for what we accomplish, but how we accomplish it. Because our goal is to change the world for the better, each of us is expected to uphold Mylan's expectations for leadership, which include Leading, Learning, Teaching, Performing and setting the right tone through our Attitude.



### MYLAN'S WORKFORCE AT-A-GLANCE

Approximately 30,000 people in 45 countries

> 45% India

> 24% North America

> 22% Europe

> 9% Other

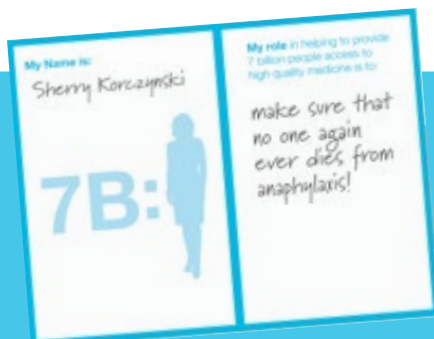
42% of Mylan's workforce has been with the company for more than five years.

15% of employees moved into new roles in 2014.

25% of our managers are women, with 20% in an executive role.

31% of Mylan's board members are women, including CEO Heather Bresch.

141 interns gained experience at Mylan in 2014, and more than half continued their employment post-internship.



Our 30,000 people worldwide are our most valuable asset in delivering Better health for a better world.



## REWARDING PERFORMANCE

The many rewards we offer employees in exchange for achieving business results and supporting our mission reflect Mylan's performance-driven culture. Our compensation plans are designed to drive and reward high performance, recognize effort and potential, and encourage our people to think and act like owners in the company. Our incentives, ranging from merit increases and bonuses to stock awards and profit sharing, are closely aligned with the company's business and financial goals. As such, we balance base pay and short- and long-term incentives to appropriately attract, retain, motivate and reward our people.

## DOING GOOD AND BEING WELL

We take a globally consistent, yet locally sensitive, approach to supporting our employees' health and well-being around the world. In the U.S., for instance, our health and retirement programs are among the most generous available. Our U.K. retirement program was recognized this year for its innovative investment strategies. Employees in Australia take an active role in their health by participating in company-sponsored wellness teams



In 2015, Mylan was named to Forbes' list of America's best employers. The list is based on a survey of 20,000 U.S. employees who are asked anonymously if they would recommend their employer, or any other employers in their industry, to a potential employee.

and activities. Across all our locations, our benefits remain competitive in an increasingly competitive industry.

Where not already established, we are introducing programs to encourage employees to take charge of their personal health and well-being so they can make a meaningful difference in the lives of others. We want them to be smart consumers of healthcare by promoting ownership and rewarding healthy behaviors. That way, our employees can be good role models for others.



## MYLAN EMPLOYEES WELFARE ASSOCIATION

Among the investments we make in our employees based in India are grants provided through the Mylan Employees Welfare Association (MEWA). Set up 10 years ago, MEWA has provided funds to thousands of employees for a variety of purposes, such as:

- > Commuting to work,
- > covering interest expense on home mortgages,
- > providing schooling for an employee's spouse and children,
- > paying for the marriage of employees or for that of their sons or daughters, and
- > covering medical expenses.

*Fostering Better health for a better world*

## Protecting our people



Because our people are Mylan's most important asset, their safety is a top priority.

And to increase the likelihood that no one ever gets hurt or ill on the job, we view safety as a shared responsibility between employees and the company. In fact, as a part of their 7B:1 pledge to live our mission by making it personal, employees learn that safety starts with them. As such, they understand that they have the right and responsibility to participate in and benefit from training, and follow processes and procedures designed to protect them from harm.



### ALPHAPHARM

Mylan's Alphapharm subsidiary is Australia's leading pharmaceutical producer. Since 2009, its manufacturing site has enjoyed a five-star rating from the National Safety Council of Australia, the organization's highest accolade. Since 2012, Alphapharm's offices have merited the same rating. NSCA is the country's leading provider of occupational health, safety and environmental training and consulting services.

### MYLAN TECHNOLOGIES

Mylan Technologies, located in the U.S. state of Vermont, is where we make our high quality transdermal products. In 2014, its warehouse facility celebrated having operated for a decade without experiencing a single Occupational Safety and Health Administration-recordable incident.

### MYLAN IN INDIA

Between 2010 and 2012, five of Mylan's manufacturing sites in India met an internationally recognized benchmark, 18001, for superior performance in occupational health and safety management systems. Other Mylan sites look forward to receiving the honor soon.

Mylan's DART rate is 60% below industry average.

\*Days Away, Restricted or Transferred (cases per 100 employees in manufacturing and R&D)

Data includes all Mylan-owned facilities where direct manufacturing and packaging occurs. Information may be restated due to acquisitions, divestitures or the availability of additional data.

# DART

## PROCESS SAFETY LABORATORY

Drug manufacturing often involves inherently dangerous operations. In particular, producing APIs requires the use of highly flammable and hazardous chemicals. Combustible dust from organic powders can cause explosions under certain conditions. To protect employees from these hazards, our EHS team in 2013 launched a process safety laboratory in Mylan's India R&D facility.

The lab's tests assess the flammability, combustibility and thermal properties of various materials. They also determine the specific temperature, pressure and conditions under which chemical reactions can become dangerous. As a result, we now understand even better the hazards inherent in manufacturing and are using that knowledge to enhance protection of Mylan's people and property.



A participant at Mylan's 2015 Operations Leadership Summit listens to a presentation about the company's Environmental, Health and Safety program.

## INCIDENT PREVENTION OPPORTUNITY PROGRAM

Mylan believes that employee health and safety incidents are preventable. One of the new ways we are acting on that belief is by launching this year a global Incident Prevention Opportunity program. Through it, employees at all levels will identify potential or actual hazards – of which there can be significant ones in our industry – and address them before they cause problems.

## MEERKAT WAY IMPROVES SAFETY IN AUSTRALIA



When injuries began ticking up a few years ago at Mylan's manufacturing plant in Brisbane, Australia, site and EHS leaders knew that employee attitudes, behaviors and choices relating to safety had to change.

They looked to meerkats, of all things, for inspiration. These tiny creatures, which are highly vulnerable to predators, thrive because they cooperate with one another in the face of danger.

The leaders packaged relevant insights into an interactive program called Meerkat Way and delivered it to every employee. The goal was to help employees feel comfortable challenging unsafe behaviors and accepting critiques about their own actions.

Employees loved the program, and many began using the word meerkat as a polite way to point out opportunities to work more safely. As a result, the site has received multiple awards from the National Safety Council of Australia, and, most importantly, has achieved one million hours free of lost time from injury.



# DELIVERING

FOR OUR SHAREHOLDERS



05

## Delivering for our shareholders

Finally, Mylan always has believed that by staying true to our mission and doing good through our operations and in our communities, we also can do well by our shareholders.

We also always have believed that the best strategy for Mylan is a stand-alone strategy. That means we seek to grow organically by offering our customers unparalleled quality, service and value, and we engage only in transactions that enhance our ability to deliver on our mission and position us for sustainable, profitable growth. Examples of such transactions appear in the timeline displayed on the next page.

Because of these beliefs and our unwavering focus on creating value, Mylan has carved out a unique place in the pharmaceutical industry, having achieved unprecedented scale in our operating platform, diversity in our portfolio and, through vertical integration, significant control over the cost and quality of our products. We also have invested wisely for the future by incubating numerous strategic growth drivers.

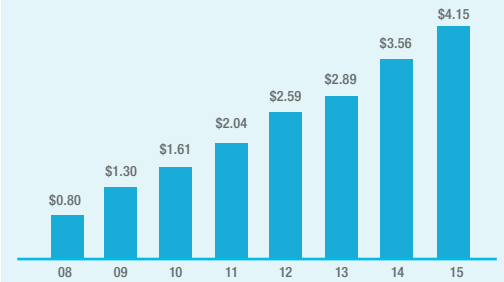
### CONSISTENTLY STRONG PERFORMANCE

By staying our course, we have delivered outstanding performance for our shareholders.

Since our transformation in 2007 into a global company, for instance, we have delivered compound annual growth (CAGR) in adjusted diluted earnings per share of 27%, and our revenues have grown at a CAGR of 11% during this same period. Mylan's share price has reflected this strong performance, increasing 389% from Jan. 2, 2008, through June 30, 2015, and outperforming the S&P 500 and key pharmaceutical indices.

#### PROVEN OPERATIONAL EXCELLENCE THROUGH EPS PERFORMANCE

2008-2015 adjusted diluted EPS Growth = 27% CAGR<sup>1</sup>

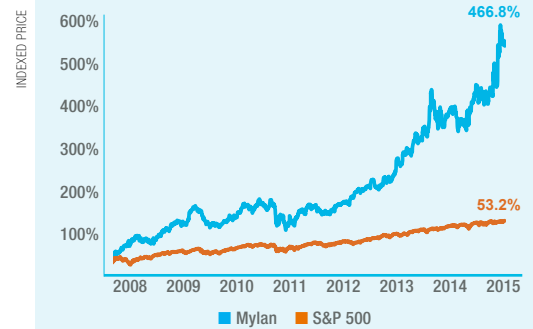


1. Source: Mylan's Dec. 31, 2014, earnings and 2015 guidance presentation dated March 2, 2015.

Note: 2008 and 2009 represent total adjusted revenue. Note: 2015 figures represent the mid-point of 2015 financial guidance ranges. Note: All CAGRs calculated based on 2008-2015 guidance mid-point data. Adjusted diluted EPS is a non-GAAP financial measure.

See pp. 62-23 for reconciliation of non-GAAP metrics.

#### REFLECTED IN EXCEPTIONAL RETURNS TO SHAREHOLDERS

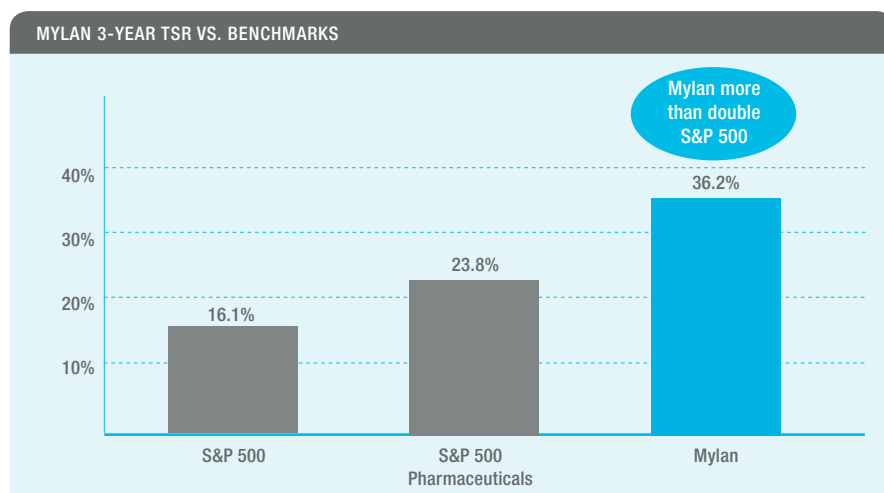


\$1,000 of Mylan stock issued in 1976, including 9 stock splits to date, today is worth more than \$6,700,000.\*

\*As of June 30, 2015

And more recently, over the course of the last three years, we have delivered total shareholder return (TSR) of more than 36%, more than double that of the S&P 500 and well ahead of our peers.

Looking ahead, investors can expect us to continue to remain focused on our mission, execute on our strategy and deliver for our shareholders – always striving to do well by doing good.



Source: Annualized equivalent TSR monthly data per Bloomberg. Reflects total return (including price appreciation and reinvested dividends in index or security) as of March 31, 2015. "S&P 500 Pharmaceuticals" represents S5PHARX Index.



## A HISTORY OF EMPLOYEE OWNERSHIP

Mylan has a long, proud and unconventional history of awarding various types of stock and stock options deep within the organization. We believe this cultivates the ownership mindset needed for long-term success.

For instance, in the early 1970s, all non-unionized Mylan workers – from technicians in laboratories to secretaries in offices – received a one-time stock bonus, and managers began participating in a stock-option plan. Later that decade, the company fell on hard times, teetering in 1976 on the edge of bankruptcy. But the employees had faith in Mylan and held on to their shares.

They were rewarded handsomely. With strong leadership and employee commitment, Mylan's fortunes turned around and the company never again had an unprofitable year. Its share price rose, eventually making many of those loyal employees wealthy. In fact, since going public in 1973, Mylan's share price has increased at a CAGR of nearly 20%.<sup>2</sup>

Mylan remains committed to employee stock ownership, and stock/stock options continue to be awarded deep into the organization. This is another example of Mylan's focus on creating long-term value for all of its stakeholders.

2. As of July 2, 2015

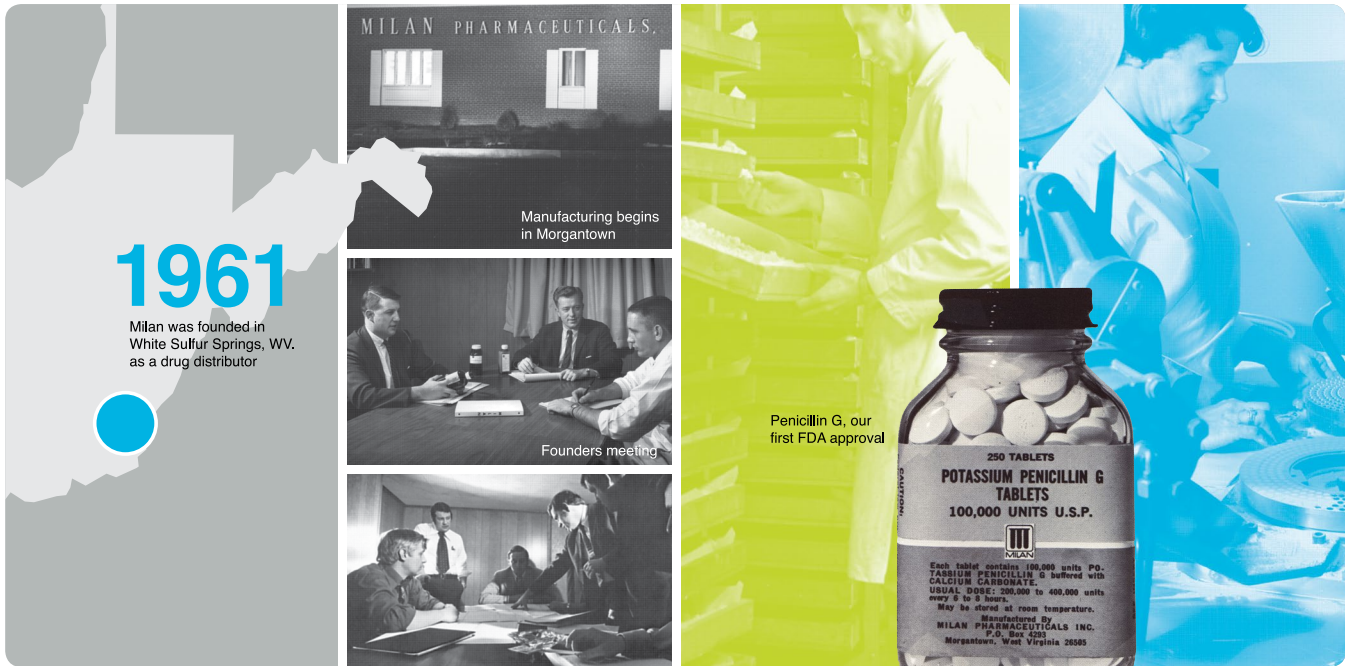
## Reconciliation of non-GAAP metrics

(Unaudited; in millions, except per share amounts)	Year Ended December 31,					
	2014		2013		2012	
GAAP net earnings (loss) attributable to Mylan Inc. and GAAP diluted EPS	\$ 929	\$ 2.34	\$ 624	\$ 1.58	\$ 641	\$ 1.52
Purchase accounting related amortization (primarily included in cost of sales)	419		371		391	
Goodwill impairment charges	-		-		-	
Bystolic revenue	-		-		-	
Litigation settlements, net	48		(10)		(3)	
Interest expense, primarily amortization of convertible debt discount	46		38		36	
Non-cash accretion and fair value adjustments of contingent consideration liability	35		35		39	
Clean energy investments pre-tax loss	79		22		17	
Financing related costs (included in other income (expense), net)	33		73			
Acquisition related costs (primarily included in cost of sales and selling, general and administrative expense)	140		50		-	
Acceleration of deferred revenue	-		-		-	
Non-controlling interest	-		-		-	
Restructuring and other special items included in:						
Cost of sales	45		49		66	
Research and development expense	18		52		12	
Selling, general and administrative expense	67		71		105	
Other income (expense), net	(11)		25		(1)	
Tax effect of the above items and other income tax related items	(432)		(260)		(216)	
Preferred dividend	-		-		-	
Adjusted net earnings attributable to Mylan Inc. and adjusted diluted EPS	<u>\$1,416</u>	<u>\$3.56</u>	<u>\$1,140</u>	<u>\$2.89</u>	<u>\$1,087</u>	<u>\$2.59</u>
Weighted average diluted common shares outstanding	398		395		420	

(Unaudited; in millions, except per share amounts)	Reconciliation of 2015 Forecasted Net Earnings and EPS to Adjusted Net Earnings			
	Lower		Upper	
GAAP net earnings and diluted GAAP EPS	\$1,005	\$ 2.03	\$1,080	\$ 2.16
Purchase accounting related amortization	820		850	
Interest expense, primarily amortization of convertible debt discount	35		45	
Non-cash accretion of contingent consideration liability	35		40	
Pre-tax loss of clean energy investments	90		105	
Restructuring and other special items	200		260	
Tax effect of the above items and other income tax related items	(245)		(270)	
Adjusted net earnings and adjusted diluted EPS	<u>\$1,975</u>	<u>\$4.00</u>	<u>\$2,150</u>	<u>\$4.30</u>



2011		2010		2009		2008	
\$537	\$1.22	\$224	\$0.68	\$94	\$0.30	\$(335)	\$(1.10)
365		309		283		489	
-		-		-		385	
-		-		-		(468)	
49		127		226		17	
49		60		43		30	
-		-		-		-	
-		-		-		-	
34		37		-		-	
-		-		-		-	
-		-		(29)		-	
-		-		9		-	
8		7		33		53	
4		10		49		14	
45		63		22		89	
-		1		(13)		1	
(198)		(253)		(273)		(31)	
-		122		139		-	
\$893	\$2.04	\$707	\$1.61	\$583	\$1.30	\$244	\$0.80
439		438		450		304	



**Mylan always has understood that building a great company and delivering value for shareholders means taking care of the interests of all of its stakeholders. We know that if we put people and patients first, profits will come. We have articulated this viewpoint frequently to our shareholders over the years:**

“When we founded Mylan in 1961, we started with a simple idea: build a company that allows employees to enjoy their work, be proud of what they accomplish, share in the success, and only do things the right way.”

– Mylan Founder Mike Puskar in Mylan’s 1999 Annual Report

“The story of Mylan’s success is a story about people. Our shareholders, who understand that unwavering dedication to our mission is the best way to build long-term value. The millions of patients helped by our pharmaceutical products. The pharmacists, wholesalers and retailers who depend on us to supply high-quality products. And the... employees of Mylan, whose tireless efforts to develop manufacture and market quality, affordable medicines secure our reputation as an industry leader.”

– 2003 Mylan Annual Report

“Both organizations [Mylan and Matrix] have long focused on striking the unique balance of delivering results while at the same time maintaining a steadfast social consciousness with a vision and commitment towards doing the right things.”

– 2007 Mylan Annual Report

“It’s about growth. It’s about sustainable growth for a long time to come, that’s what we’ve delivered and that’s what we intend on continuing to deliver.”

– Robert J. Coury, August 2014



Mylan.com

**Better health**  
for a **better world™**  
**7B:1**

 **Mylan®**  
Seeing  
is believing™