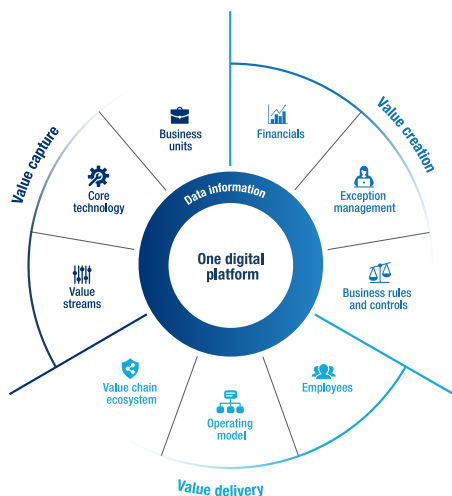


Digital transformation overview

Our Digital Transformation Strategy (refer [page 44](#)) underscores our dedication to informed decision-making and maintaining our competitive edge in a dynamic global environment. In the rapidly evolving pharmaceutical industry, the integration of the Aspen One Digital Platform strategy has become essential in connecting our company to a broader value ecosystem as we expand our role as a manufacturing outsource partner.

Progressing our digital transformation

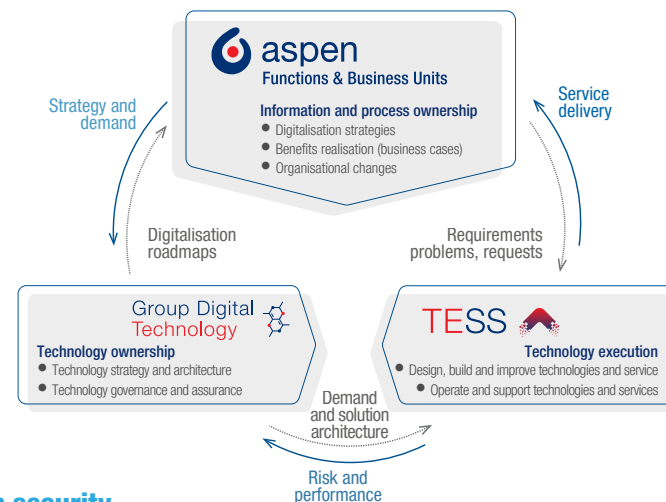
This approach leverages advanced Industry 4.0 technologies – such as AI, big data analytics, and the Internet of Things – to foster seamless collaboration across the supply chain, research and development, healthcare providers, and regulatory bodies. By enhancing data quality and providing real-time access to predictive analytics, our One Digital Platform empowers decision-makers with actionable insights that optimise operational efficiency, accelerate drug development, and improve patient outcomes. As the platform continues to evolve, it will unify these capabilities, offering a comprehensive, real-time view of business operations powered by cutting-edge technology. This strategic adoption not only enables agile responses to market demands but also aligns with our commitment to innovation and sustainable growth.



Notable advancements in our infrastructure include the decommissioning of a large part of the Group's data centre, the migration to a cloud environment, and the onboarding of 76 sites onto a new network which helped to resolve over 7 400 security vulnerabilities. Additionally, migrating critical files to cloud platforms improved accessibility and reduced maintenance overhead. The first year of our five-year portfolio plan has been successfully completed, revealing opportunities for data-driven improvements. The ongoing replacement of legacy technology and the consolidation of services continue to drive greater automation across the organisation.

Mobilising digital transformation through technology-enabled shared services

Over the past year, we have reached significant milestones that have strengthened our technological foundation and enhanced operational efficiency across the organisation. Key achievements include the successful go-live of TESS, which mitigates certain Group technology risks, as well as the deployment of business-capability mapping and a comprehensive portfolio strategy, that provides valuable insights into our operations and investments.



Information security

Information security remains a top priority, especially given the rapidly evolving threat landscape. Protecting our confidential data and ensuring business continuity are critical to our success. The Cybersecurity Centre of Excellence ("CoE") is making steady progress on its strategic roadmap to enhance our security maturity, focusing on three key pillars: Govern, Deliver, and Operate. Under the 'Govern' pillar, we have successfully implemented our Information Security Management Systems. We continue to strengthen our central capabilities, particularly in detecting and responding to cyber incidents. Through our newly established Security Operations Centre, we averted a significant cyber threat this year resulting in minimal impact to the organisation. Improved asset monitoring for vulnerabilities enabled faster threat identification and remediation during this incident.

Information & Technology governance

During this period, we refined our Technology and Information Policy to ensure alignment with TESS and the broader governance requirements outlined in King IV. Additionally, we finalised the organisational structure of the Global Digital Technology team and have initiated making key appointments and placements to focus the technology function on strategic initiatives, while shared services remain concentrated on execution and continuous improvement.

Our information management efforts are focused on enhancing the maturity of information governance and management practices to unlock greater value from information within the Group. With the rapid increase in digitalised business processes and the growing volume of data generated, along with the expanded use of data analysis tools and AI, we are actively reviewing and updating many of our policies and standards to ensure they align with global best practices.

The executive level I&T Strategic Committee continues to provide strategic direction over information and technology as well as the related risk and control environment. Governance oversight is provided by the Audit & Risk Committee.