



#### Climate change initiatives

We are developing a corporate CO<sub>2</sub> strategy based on the Kyoto Protocol aim of achieving absolute reductions in CO<sub>2</sub> emissions. This involves:

- analysing emission reduction potential and the associated costs of existing technical solutions
- exploring opportunities within technological shifts leading to lower emissions
- identifying barriers which hinder and incentives which promote reductions of CO<sub>2</sub> emissions
- developing new climate indicators and improving our framework for setting, monitoring and managing economically viable targets.



#### Use of natural resources

Our overall goal is to move in the direction of dematerialising our production, 'producing more with less'. This involves:

- improving systematic environmental considerations in R&D processes
- further developing our tools for economic assessment of and accounting for environmental costs and investments
- developing our existing procedures for environmentally sound planning of new facilities
- continuing eco-productivity improvements
- developing environmental assessment elements in our supply chain management.



#### Management of pollution

ISO 14001 environmental management systems and systems for data collection and reporting form the foundation for our initiatives in this area. Moving forward we will focus on:

- a corporate strategy for proactive waste management, including targets for increased recycling and reduction of hazardous, solid and liquid wastes
- promoting logistic improvements and strategic use of environmental data for transport of raw materials, waste, internal transport and distribution of finished goods
- improving general performance of relevant management and reporting systems.



#### Ozone-depleting substances

Acting on the well-documented detrimental effect of ozone-depleting substances, we have worked to reduce our impact in this area. During the strategy period we will:

- intensify our efforts through a corporate plan to phase out the remaining ozone-depleting substances ahead of legislative demands.



#### Land use and biodiversity

For decades we have had guidelines for establishing new facilities and for our use of land. The aim is to minimise our environmental impact worldwide. To promote this, we will:

- integrate biodiversity and on-site conservation considerations in our Green Area Policy
- subsequently review our procedures for area maintenance
- consider using biodiversity as an indicator of our environmental impact.



#### Environmental legislation

The framing of our Environmental Policy in 1975 was a proactive initiative in anticipation of the development of the first global environmental declarations, and regional and national legislation. Since then we have participated actively in the public debate on new relevant environmental issues or legislation. In the development and internationalisation of our business, we will:

- apply consistent standards worldwide and consider legal compliance a minimum requirement.



#### Gene technology

We believe gene technology and genetically modified organisms (GMOs) can help solve many of today's health issues and allow us to provide products in sufficient quantity or quality. Yet we recognise that use of this technology causes concerns to some people. In developing our current approach, we will:

- develop new production strains without antibiotic resistance genes whenever technically possible and practically feasible
- contribute to public debate, eg via our participation in the European Federation of Biotechnology.



#### Stakeholder engagement

Our engagement includes discussions of relevant issues with a wide range of stakeholders when addressing and reporting on environmental responsibility. These include employees, neighbours, authorities, customers, suppliers and licensees, NGOs, researchers and investors. To further develop our current approach, we will:

- increasingly move from engaging in dialogue to establishing partnerships
- continually optimise the function of our International Environmental Network to match the needs of our company.