



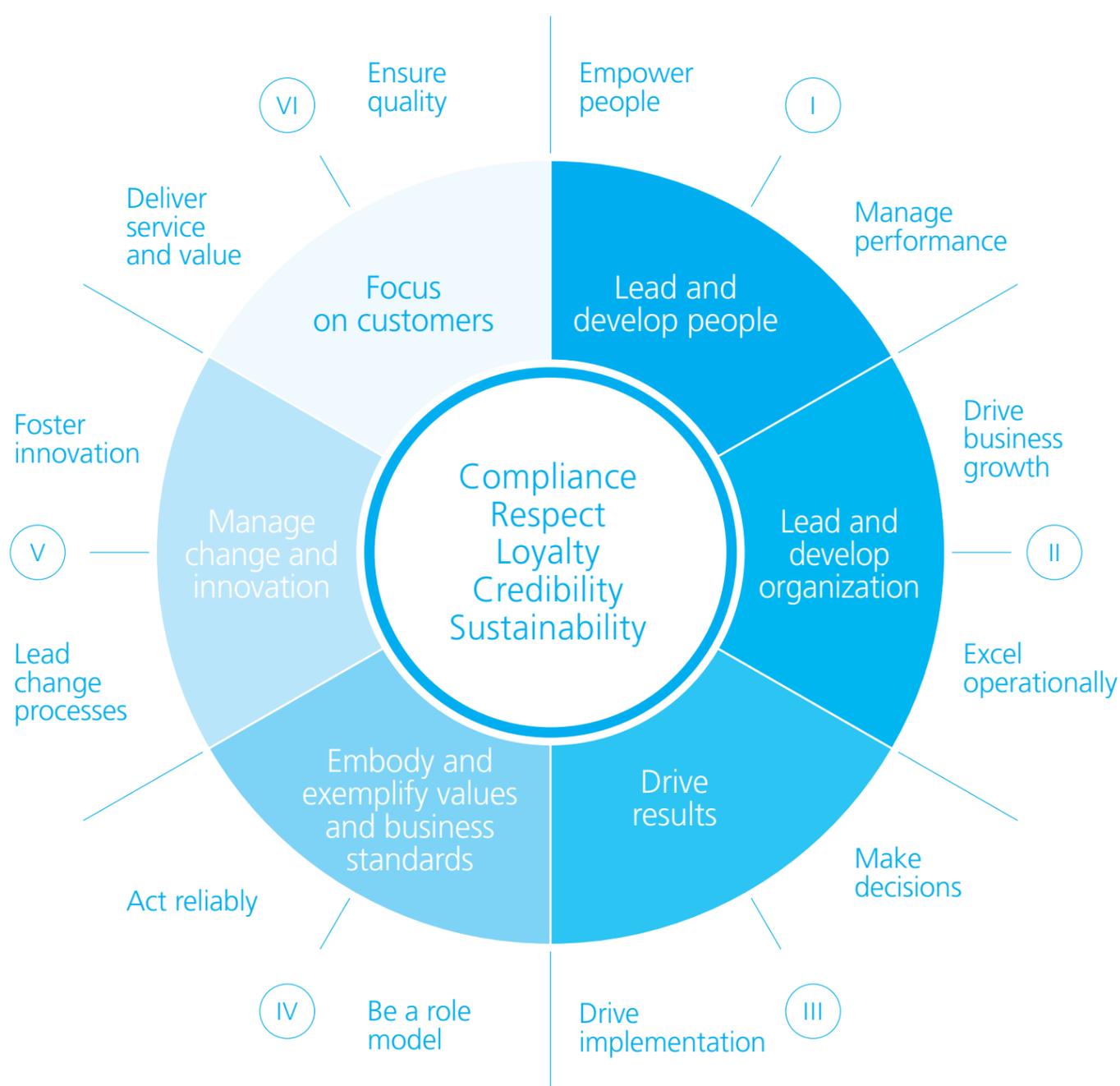
Sustainability Report

Within the range of relevant sustainability issues, the Siegfried Group focuses on compliance and quality, on Safety, Health and Environmental Protection (SHE), and on its responsibility as an employer.

1. Sustainability at Siegfried

In the life sciences industry sustainability is a key issue. The activities of each individual market participant are monitored critically by the authorities, customers and consumers. The energy-intensive chemical production processes require special (precautionary) measures for employees, society and the environment. Because our products are used in the pharmaceutical industry, they have to meet the highest product safety standards so as not to endanger anybody's health. This is why sustainability at Siegfried is a fundamental part of the Group's corporate strategy (see Corporate Values in the Management Model on this page) and it is integrated into our daily work. We regard the consistent integration of sustainability into our business model as an investment in the future, as only those companies that act with responsibility and are socially accepted will continue to be economically successful. Corporate growth must be sustainable by showing responsibility toward society and the environment.

For Siegfried, sustainability is a key element concerning competition and reputation, and it thus plays a highly significant economic role. We acknowledge the concerns and needs of all stakeholders concerning transparency and honesty and take them seriously. The Board of Directors and the Executive Committee play an active role in reporting activities and are open to improvements that will support a high standard of quality. René Imwinkelried (Head Global Technical Operations) is the ExeCom member responsible for issues concerning ESG (Environmental, Social, Governance). Siegfried addresses sustainability issues in various important key guidelines and documents.



1.1 Materiality Analysis GRI102-46

Within the reporting for relevant topics, in a multilevel process through a materiality workshop in 2016, Siegfried identified the following topics as being central and consequently prioritized them for this report:

- Product Safety GRI102-47
- Waste and Contamination
- Fair Working Conditions
- Sustainability in the Supply Chain
- Occupational Health and Safety
- Local Population

- Energy and Climate Change
- Political Representation of Interest
- Corruption and anti-competitive conduct.

The materiality analysis is based on an environmental analysis which identified all relevant topics for Siegfried. In a next step, the topics were prioritized with the relevant divisions in a materiality workshop according to two perspectives: relevance for Siegfried and relevance for the stakeholders. The two per-

spectives finally represent the axes of our materiality matrix (see illustration on page 42). The materiality matrix reflects the prioritized sustainability-relevant topics within the rectangle on the top right which form the basis of Siegfried's sustainability report and strategy. Sustainability is thus seen as a holistic approach and put into practice along the whole value chain. The reporting follows the standards of the Global Reporting Initiative (GRI).

1.2 Stakeholder Dialog GRI102-42 GRI102-43

Siegfried attaches great importance to regular contact and ongoing dialog with its stakeholders at both the local and the global level. We consider the close involvement of our stakeholders to be an important element in our corporate behavior and we thus pursue the goal of creating a better mutual understanding and a basis of trust to enhance our partnership regarding Siegfried's work

GRI 102-40
 GRI 102-42
 GRI 102-43
 GRI 102-44

Siegfried in Dialog

<h1>Media</h1>	<p>Topics: News and results</p>	<p>Platforms: Media conferences, media releases, direct contact with CorpCom</p>
<h1>Capital Market</h1>	<p>Topics: News and results, business model/offering</p>	<p>Platforms: Financial analysts' conference, direct contact with CEO and CFO, roadshows</p>
<h1>Customers</h1>	<p>Topics: Business model/offering, technological innovation, sustainability</p>	<p>Platforms: Meetings, visits, symposiums, trade fairs</p>
<h1>Local Stakeholder</h1>	<p>Topics: Jobs, safety and environmental protection</p>	<p>Platforms: Direct contact with site managers, sponsorship</p>
<h1>Employees</h1>	<p>Topics: Working conditions and course of business, safety and environmental protection</p>	<p>Platforms: Information/townhall meetings, "Insight" employee magazine, intranet, internet, internal releases, information cascade via down line management</p>
<h1>Trade Unions</h1>	<p>Topics: Working conditions</p>	<p>Platforms: Information meetings with HR, direct contacts with line management</p>
<h1>Supervisory and Regulatory Authorities</h1>	<p>Topics: Compliance, safety and environmental protection</p>	<p>Platforms: Direct contacts, audits, training events, information letters</p>
<h1>Political Decision Makers</h1>	<p>Topics: Economic framework and specific concerns of the company</p>	<p>Platforms: Company visits, seats on boards of professional associations (chambers of commerce, etc.), involvement of site managers</p>
<h1>Suppliers</h1>	<p>Topics: Order security</p>	<p>Platforms: Visits, supplier audits, trade fairs</p>
<h1>Science</h1>	<p>Topics: Technological innovation and youth development</p>	<p>Platforms: Direct contact with universities and advanced technical colleges, symposiums</p>
<h1>Associations</h1>	<p>Topics: Economic framework and specific concerns of the company</p>	<p>Platforms: Seats on management bodies, exchange of experience groups</p>

and products. The aim is to closely link the stakeholders' interests with the company's business strategy and to recognize trends early so that they can be incorporated into the strategy process.

We use a stakeholder map for a targeted and systematic stakeholder dialog. The categories of people listed therein are not complete. We have defined them based on their relevance and possible influence on our company. Regular stakeholder mapping further allows us to recognize attitudes and interests in order to adjust topics, messages and communication platforms to these.

Stakeholder activities include targeted dialogs on the local, national and international levels, involvement in committees and professional panels, comprehensive information programs, and participation in international initiatives and collaborations. Global stakeholder engagement is therefore of great importance. Stakeholder dialog includes both communication and active interaction with individual target groups as well as issue-related multi-stakeholder events. We want to understand the different perspectives held by our stakeholders and to address them effectively.

1.3 Leadership and Values at Siegfried

The Board of Directors and the management of the company are the highest responsible bodies for the implementation of and adherence to all sustainability-relevant policies and guidelines, especially the Code of Business Conduct. Responsible for the implementation of the Compliance and Quality Standards as well as for the area of Safety, Health and the Environment (SHE) is the Chief Compliance Committee or, respectively, the Chief Compliance Officer.

In 2016, Siegfried rolled out new guidelines for all sites concerning "Leadership and Values". The corporate values of compliance, respect, loyalty, credibility and sustainability represent the core of the leadership model. By creating a shared basis for action and bringing life to corporate culture beyond national borders, these five core values form the basis that connects Siegfried with all its stakeholders. They provide clarity and commitment to our dealings with each other and form a basis for understanding

cultural differences and for our entrepreneurial success. These five core values help to translate our strategy and our brand into concrete behavior and actions and they should serve as an internal compass.

The management principles were worked out and defined jointly with the managers of all sites. To this end, workshops were held at all sites in 2016, through which the topic was presented interactively to the staff. Thereby, the focus was placed on the individual characteristics, which combined being able to build a diverse, high-performance, dynamic team and, in this way, to advance the success of the company. The management model is intensified annually at each site with a training program in which practical content is imparted in targeted learning sequences and directly applied to daily working life. The program is to be systematically extended in the future, so that all our sites achieve the same quality standard.

The structural embedding of sustainable behavior in the company is complemented by various memberships in professional associations and organizations connected with sustainability, especially membership in the "scienceindustries" business association.

In the context of the external perception of our corporate social responsibility, in 2017 Siegfried decided that all sites would undergo a Corporate Social Responsibility (CSR) assessment. EcoVadis was chosen as our partner. The analysis encompasses 21 criteria from the four thematic areas of the environment, social issues, ethics and sustainable procurement. The method of the CSR assessment by EcoVadis is based on international standards, such as the Conventions of the International Labor Organization (ILO), the ten principles of the UN Global Compact, the GRI standards, and the ISO 26000 standards. The three sites St. Vulbas, Minden and Zofingen achieved the rating "GOLD", the remaining sites were awarded "SILVER".

1.4 Legal Compliance

Siegfried's Board of Directors and company management are firmly convinced that strict compliance with all applicable laws and refusal of any form of unfair and unethical business behavior should be essential and central elements of Siegfried's business con-

duct. Therefore, we strive to meet the high standards concerning performance and corporate responsibility in all our business activities. Siegfried's employees and suppliers are notified of the applicable legal regulations and they undertake to act in compliance with the law, ethically and responsibly.

Reference Framework

Siegfried's Code of Business Conduct, available in the four company languages German, English, French and Chinese, provides employees and suppliers a frame of reference to understand and strengthen the awareness of the most important critical legal regulations. In particular, it addresses the legal fields of bribery and corruption, cartel and competition law, insider trading, fraud and other offenses against property as well as data integrity, confidentiality and data protection, conflicts of interest, trade controls and bans, as well as discrimination and harassment. The Code can be accessed on our website (www.siegfried.ch).

The Code is the basis for the Legal Compliance program implemented at all Siegfried sites in the last few years. The purpose of this program, on the one hand, is the sensitization and harmonization of the understanding of the lawful and ethical conduct of business activities within Siegfried and, on the other hand, the creation of measures for efficient and effective prevention of violations of the law and their damaging consequences. The Legal Compliance Office coordinates the implementation and communication of the Legal Compliance program and investigates and penalizes possible violations. Questions about the program regarding compliance with the legal provisions and potential violations of the Code of Conduct can be reported by Siegfried employees to the Legal Compliance Office via an external reporting site in the four company languages.

Corruption and Anti-competitive Behavior

Siegfried prohibits all forms of corrupt business behavior, such as the active and passive bribery of public and private officials and decision-makers. All Siegfried employees and suppliers must adhere to all applicable laws concerning bribery and corruption, in particular to the OECD Anti-Bribery Convention, the US Foreign Corruption Practices

Act 1977, the UK Bribery Act 2010, and the relevant provisions of national law, in particular the Swiss Criminal Code on bribery of public officials and the Federal Act against Unfair Competition in conjunction with Private Bribery, in their respective valid and current versions.

Furthermore, Siegfried prohibits its employees and suppliers from having any involvement in conduct in breach of applicable supranational and/or national laws that protect free and fair competition. Siegfried's employees and suppliers must perform their activities for Siegfried within the boundaries of European competition law, of US antitrust law, of Chinese anti-monopoly law, as well as all other applicable competition regulations. Neither the Siegfried Group nor any of its companies has ever been involved in any administrative or legal proceedings regarding anti-competitive conduct or violations of cartel and monopoly law either during the year under review or in any other year of the company's history.

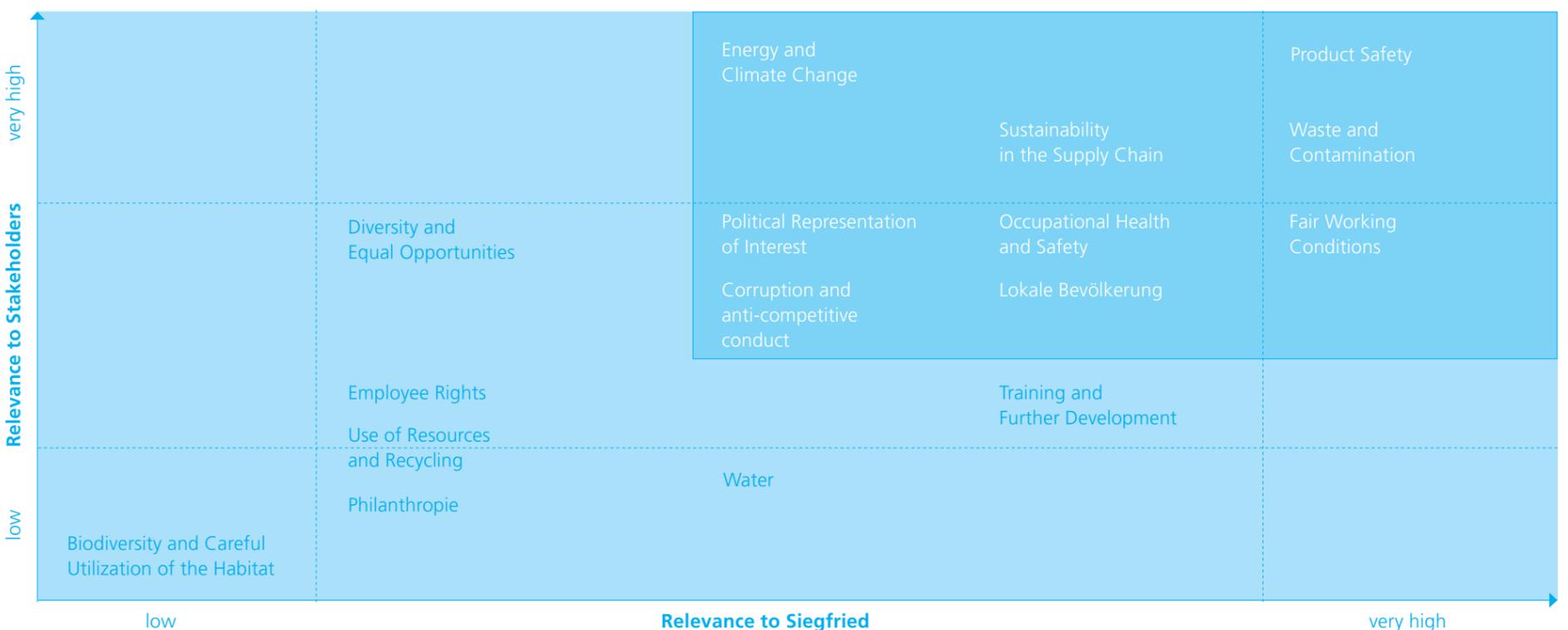
In 2018, additional legal compliance training was provided at all locations of the Siegfried Group, particularly on the topic of corruption and bribery. In addition, a number of focus projects were initiated, primarily in the areas of data protection, information security and labor law. These projects are currently in the implementation phase. Additional steps to combat corruption were taken in the area of supply management.

Group-wide, approximately a dozen cases of probable misconduct were reported to the Legal Compliance Office during the year under review and a number of internal proceedings were carried out.

Outlook

The Legal Compliance program will continue to be expanded and enhanced in 2019 according to the latest industry standards. In particular, the implementation of focus projects in the relevant legal areas and intensified risk analyses will be carried out within the medium term at all sites. Further topics are commissioning of and collaboration with third parties, especially the prevention of conflicts of interest, the further sensitizing of all executives and the training of all Siegfried employees regarding the reporting office.

Materiality Matrix GRI 102-47



2. Quality Compliance and Sustainable Supply Chain

2.1 Quality Compliance and Product Safety

In the development and manufacture of active substances for the pharmaceutical industry, it is essential that the products do not pose a health risk due to contamination. Product safety must be guaranteed under all circumstances along the entire value chain so as not to endanger the patients who rely on Siegfried's products. To this end, Siegfried commits to quality-conscious corporate leadership and the constant improvement of all processes and activities. Important elements of this are, first and foremost, well-trained staff. It is important to ensure quality through validated and robust processes, storing and sending materials consistent with their requirements, preventing fakes, and certifying the quality of the purchased materials and services. Quality is therefore an important and necessary part of corporate policy and is reflected in daily work processes. Siegfried conducts its business activities responsibly and in conformity with the legal regulations of the countries in which we operate.

Siegfried established a comprehensive management system for quality compliance along the entire value chain. Siegfried's management system stipulates that we produce in accordance with cGMP standards, act responsibly in compliance with economic and environmental standards, and evaluate new technologies based on their contribution to sustainability. Both national and international standards and guidelines represent the benchmark for the further development of our systems, be it concerning environmental awareness, occupational safety or other socially relevant issues. Siegfried's management system is based on the process orientation of ISO 9001 for quality management and fully covers the following applicable international guidelines:

- Good manufacturing practice GMP (current Good Manufacturing Practice) https://ec.europa.eu/health/human-use/quality_en

- The guidelines of the International Council for Harmonization of Technical Requirements for Pharmaceuticals for Human Use (ICH), with which the regulatory authorities and the pharmaceutical industry bodies of America, Europe and Japan, and meanwhile also including the authorities of Switzerland, China, Taiwan, Brazil, South Korea and Singapore, define the standards in the pharmaceutical industry (www.ich.org)
- Guidelines of the World Health Organization (WHO) (www.who.int)

Siegfried established an internal Compliance Committee (ComCom) responsible for worldwide compliance, standardization and harmonization along our value chain for active pharmaceutical ingredients and finished products. Under the leadership of the Chief Compliance Officer, the ComCom meets once a month to address topics with relevance to quality. It establishes targets, management systems, initiatives and measures of relevance to quality and adopts applicable guidelines for Siegfried. In its work, it follows international GMP standards while taking account of national standards in as far as they are of relevance for exporting our products, such as special standards issued by the US Food and Drug Administration, the European Union, etc.

By using a management system for quality compliance across the board, we manifest and support the ongoing consideration to the quality concerns of our internal and external customers. Our record of compliance covers many years and reflects our core competencies as well as the strong values from which our customers benefit from a partnership with Siegfried.

We control the relevance and applicability of our guidelines at regular intervals. At the end of 2018, 36 such provisions were in force. They relate mainly to aspects of quality, but also refer to the areas of finance, safety, health and the environment as well as communications and the conduct of the employees (Code of Business Conduct).

Quality Requirements and Quality Certificates

Triggered by a rising quality awareness and the consequently higher demands made on quality by the customers, but also by accidents, counterfeits and adulteration, the number of inspections and certificates generally required from the pharmaceutical industry is growing steadily. Today, in addition

to normal analysis certificates, which have long been required, regarding appearance, content, purity, physical characteristics and the production of our products conforming to GMP, customers and regulatory authorities require data and certificates about genotoxic impurities, freedom from heparin adulteration, freedom from hidden genetically modified components, including freedom from TSE/BSE, melamine, benzene, etc. Siegfried works in close cooperation with the US-FDA regarding product piracy to combat counterfeiting and to ensure end-user safety.

Integration of the New Sites

The integration of the three new sites in Evionnaz, St. Vulbas and Minden into our compliance system was completed in 2018. Siegfried's compliance system was implemented and numerous inspections by national and international authorities have been successfully passed. Preparations were made in 2018 to introduce GMP-relevant IT systems, such as

- Trackwise® for change notifications, deviations, investigations, observations, etc.
- LabWare LIMS™, a modern laboratory information and laboratory management system

at all sites to achieve further harmonization and standardization of Siegfried's processes. This ensures significant compliance at all sites. The systems will be implemented at the sites in 2019 and 2020.

Nantong now has a tested GMP structure and a safety concept based on the one in Zofingen, and production has started. Additional customer audits were carried out in 2018. They have shown that we are on the right track, but there is room for improvement in certain areas. Siegfried Nantong has passed further inspections by the Chinese authorities (CFDA) in 2018 and received the so-called Written Confirmation Letter for two new products that are to be sold in Europe. In 2019 we expect the first inspection of the American Food and Drug Administration (FDA) and we trust that we will be able to demonstrate that our new site also meets the FDA requirements.

Inspections and Audits

The focus of inspections by the authorities and audits by customers is on the quality of the goods produced and supplied by Siegfried to, ultimately, protect patients from risk. Therefore, the inspections and audits

examine compliance with the regulations for production, quality inspections and logistics procedures.

Open and continuous communication with the authorities, customers and suppliers is essential for well-functioning cooperation. Results of customer audits and of inspections by the authorities make Siegfried's performance and capabilities transparent. As is typical in the pharmaceutical industry, all of Siegfried's sites are constantly monitored. A difference is made concerning inspections (by the authorities), audits (by customers or by Siegfried at suppliers' facilities) and internal audits. Customer audits and audits at suppliers' facilities and manufacturers are announced in advance. Inspections by the authorities and internal audits can be carried out without prior notice. (For more information on the topic of audits with suppliers, please see the chapter "Sustainability in the Supply Chain", page 45).

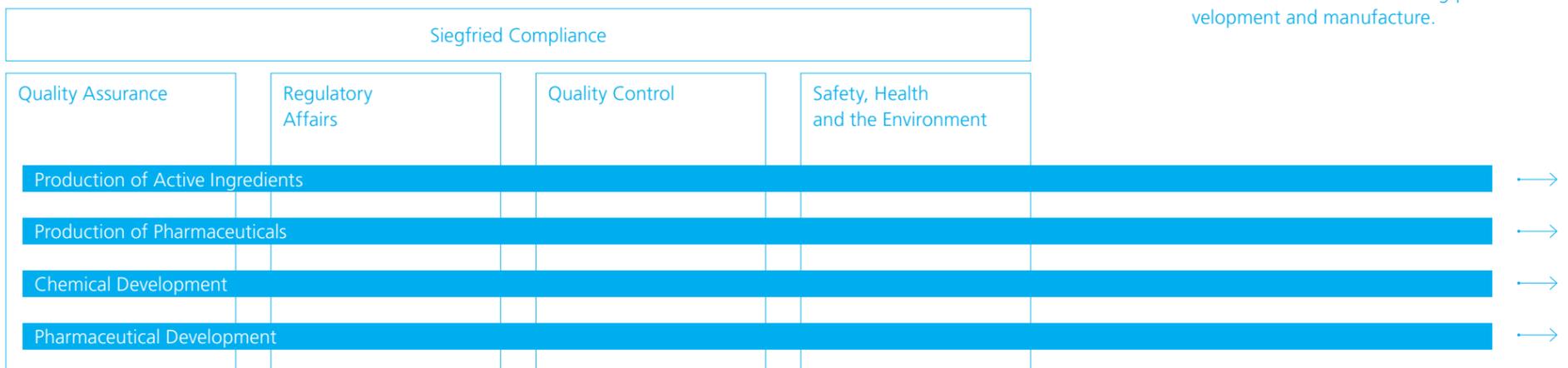
As a rule, inspections by the authorities are carried out:

- in the USA by the Food and Drug Administration (US-FDA), and for narcotics by the Drug Enforcement Administration (DEA)
- in Switzerland by Swissmedic, which delegates the inspections to the "Regionale Heilmittelspektorate Nordwestschweiz" (RHI) and Suisse Occidentale (ISOPTH), and by the US-FDA
- in Malta by the Medicines Authority Malta (MAM) and the US-FDA
- in Germany by the regional councils or the Trade Supervisory Board and the US-FDA
- in France by the national French authority (ANSM) and the US-FDA
- in China by the national authority CFDA (City, Province FDA), EDQM (Europe) and the US-FDA.

In 2018, a total of nine GMP inspections were carried out by the authorities in Zofingen, Pennsville, Malta, Evionnaz, St. Vulbas and Hameln, all with positive results. The responsible authorities issued or renewed the licenses (see <http://www.siegfried.ch>).

In respect of several hundred successful inspections and audits in recent years – in 2018 close to 30 in Zofingen alone – Siegfried had a good opportunity to measure itself against the systems of other companies and against the requirements of the authorities and to draw conclusions as to its own interpretation of guidelines. This

Siegfried's Compliance Model



The compliance model of Siegfried is based on the four pillars of quality assurance, regulatory affairs, quality control and safety, health and the environment (SHE). All four pillars are consistently taken account of in the overall value chain during product development and manufacture.

created a sense of security for our quality management system. Moreover, this system serves to convince customers of our performance.

Customer Dialog

Siegfried operates a formal customer complaint system. We follow up all external question or complaints, be they justified or not. The type and number of complaints are recorded systematically. The individual cases are evaluated in quality assurance meetings run by the local quality manager. If necessary, changes will be initiated. Cases of a critical or strategic nature are activated by the Compliance Committee. In as short a time as possible, at the latest after 30 days, customers receive the results or, at least, an interim report on the investigations.

Quality Agreements with Customers

Customer requirements are extremely varied. On the one hand, they are becoming increasingly demanding and, on the other, deadlines are becoming shorter or production must be carried out in line with specific customer standards. The prescribed quality agreements between Siegfried and its customers represent a big challenge for the company. With an active customer base of over several hundred, multiple parallel customer-specific quality management systems cannot be handled in daily operations. The level of Siegfried's own quality management system is so high because it must satisfy a range of customer requirements. In 2018, 206 quality agreements for the Siegfried sites were concluded with our partners. Over 100 quality agreements are in the pipeline and must be reviewed or negotiated in 2019. The new Siegfried sites have already been completely integrated into the system so that agreements are frequently reached between our customers and several sites.

Outlook

The high cGMP standard (current Good Manufacturing Practice) and Siegfried's quality image enjoy international recognition. Siegfried knows it is better to maintain the standard than to restore a damaged reputation. As the industry guidelines and the customers make ever increasing demands on us, we must keep an eye on the situation at all times, assess it and take appropriate action, if necessary.

In 2019, Siegfried must continue to work on the standardization and harmonization of the quality management system of all sites. In 2019 and 2020, an important role will be played by IT programs in laboratory management, in deviation and change management and in training/qualification management.

2.2 Sustainability in the Supply Chain

Our suppliers play a decisive role in our sustainability performance, and that is why the cooperation with them must be based on the principles that we share. A shared understanding of quality, reliability of supply, ethical, social and ecological standards, competitive prices and the consistent integration of our sustainability claim in all production and business processes represents an enormous challenge in view of the com-

plex global supply chains and the large number of suppliers and sub-suppliers, but it is indispensable. Our partners should fulfill the same ecological and social standards as we do when it comes to respecting internationally recognized human rights and labor laws, the prohibition of any type of discrimination and harassment, compliance with environmental standards, the strict prevention of any form of bribery and the sustainable use of raw materials. Maintaining sustainability standards in the supply chain represents an elementary value adding factor and, at the same time, an important lever in the implementation of our "Code of Business Conduct" and for risk minimization. This requires a joint effort and long-term, value-oriented action to ensure product quality and social and environmental sustainability. We are convinced that sustainability in the supply chain can be obtained only by means of clear rules regarding the selection and qualification of our suppliers and in close cooperation with established suppliers.

We view the cooperation with our suppliers as an opportunity to integrate sustainability into the entire value-added process.

Siegfried purchases primarily raw materials, pharmaceutical additives, packaging materials and components of active agents from its suppliers. The manufacturers of this group of suppliers are particularly relevant to our business. Most are located in Europe (excluding Switzerland), India, China and Taiwan. In addition, Siegfried works with local service providers in logistics.

In the areas of logistics and distribution, responsible conduct also enjoys a high priority. The safe transportation of materials and products is essential; product safety is guaranteed throughout the supply chain and thus meets national and international standards and, especially, the Good Distribution Practice (GDP) widely used in the pharmaceutical industry.

Collaboration with Suppliers

Audits, in which Siegfried checks their quality management system as well as the social and ecological effects along the supply chain and identifies any possible risks, are carried out at regular intervals at the suppliers' locations. In doing so, defects are addressed, and measures derived. Non-compliance with minimum standards will result in the imposition of a delivery block or the initiation of a change of supplier. Most of the audits are carried out by internal auditors complemented by a small number of audits that are conducted by independent external auditors.

Qualification of Suppliers and Service Providers

Often, raw materials, pharmaceutical excipients, packaging material, active agent components and occasionally also active agents purchased from manufacturers and suppliers abroad and used by Siegfried for the synthesis of pharmaceutical active agents or the manufacture of medicine. In such cases, Siegfried is responsible for the qualification of these manufacturers/suppliers. This qualification is carried out by questioning the manufacturers/suppliers, the continuous inspection of the quality of the material received, and by audits of the suppliers' production plants. In 2018, more than 40 audits of suppliers and service providers were carried out.

Significant quality defects or violations of compliance are repeatedly found, particularly concerning manufacturers of intermediates or active pharmaceutical ingredients located in India and China, which may result, e.g. in the ban of imports of the products of such manufacturers. In the second half of 2018, such a situation occurred in relation to the sartan product category with regard to a large Chinese supplier with a market-dominating position. This may cause supply bottlenecks for us, unless another manufacturer has been previously established and qualified.

Good Distribution Practices (GDP)

GDP is a topic of increased significance since the introduction of new international guidelines in 2013. This should guarantee that the entire supply chain of materials from manufacturers via suppliers to Siegfried and from Siegfried to our customers is safeguarded from incorrect transportation and storage conditions as well as fraudulent attempts at counterfeiting. In doing so, there are increasing new requirements of measurement and documentation of transportation and storage conditions to be fulfilled. Furthermore, Siegfried must ensure that products are delivered only to the authorized recipients. To meet these requirements, the processes in SAP had to be adjusted and the transportation companies needed to be more closely monitored. Also, embargoes to nations such as Iran have to be consistently followed.

In distribution, our aim is to offer our customers high-quality products and services and thus build up long-term relationships with them.

Distribution at Siegfried is strictly regulated and subject to the relevant laws. The group-wide Code of Conduct, which does not permit violations of the law and which requires strict adherence to anti-corruption guidelines and cartel law applies (for more on the topic of corruption at Siegfried, see the section on Legal Compliance on page 43). So that our products and services may be distributed successfully, targeted communication and addressing the manifold needs of our customers are of particular importance. Owing to the great diversity of this group, individual measures must be taken to enter into dialog with customers and to gauge their satisfaction. Siegfried therefore operates an effective customer complaints management system (for more on the topic of customer complaints management see the section on "Quality Compliance", page 44).

Outlook

All of Siegfried's suppliers must also undergo our qualification processes. In the forthcoming years, in addition to the obligatory review of the quality systems and processes of the suppliers, service providers and logistics providers, they will increasingly be assessed for their sustainability, environmental sustainability and social responsibility. In the future, our inspection criteria will be strengthened through self-assessments or onsite audits.

Nantong



Nantong now has a tested GMP structure and a safety concept based on the one in Zofingen, and production has started. Additional customer audits were carried out in 2018. They have shown that we are on the right track, but there is room for improvement in certain areas. Siegfried Nantong has passed further inspections by the Chinese authorities (CFDA) in 2018 and received the so-called Written Confirmation Letter for two new products that are to be sold in Europe. In 2019 we expect the first inspection of the American Food and Drug Administration (FDA) and we trust that we will be able to demonstrate that our new site also meets the FDA requirements.

3. Safety, Health and Environmental Protection (SHE)

Safety, health and environmental protection are top priorities at Siegfried and are firmly anchored in its corporate mission statement. According to this principle, our employees and teams of specialists are committed every day to the continuous improvement of safety and to minimizing negative impacts on the environment. The costs and risks regarding work and production interruptions decrease as the result of accident prevention.

As a chemical-pharmaceutical company and a leading provider of controlled substances, Siegfried attaches great importance to plant safety, and the company works closely with professional service partners. Specialists control and monitor the situation on the company's premises around the clock and monitor the firms' own central alarm system. Every year, the expenditure on and investment in safety, health, environmental protection and plant security amount to tens of millions (double-digit) Swiss francs. Approximately 3% of Siegfried's global workforce is engaged full-time in the areas of safety, health and environmental protection.

Site	Number of employees working in SHE
Zofingen	9
Pennsville	7.5
Malta	1
Irvine	1
Nantong	6
Hameln	1
Minden	21
Evionnaz	15
St. Vulbas	8
Total	69.5

Policy Guidelines and Key Figures
Siegfried Zofingen und Evionnaz are members of the industry association Chemie Pharma Biotec "scienceindustries Switzerland", and have co-signed the Responsible Care® program. The Responsible Care program has also been implemented in the French production plant of St. Vulbas.

This worldwide initiative signifies the determination of the chemical-pharmaceutical industry to strive for continuous improvement in the areas of safety, health and environmental protection and to publicly present its progress on a regular basis. This initiative anchors this as a precautionary principle in the form of the voluntarily imposed regulations. The Responsible Care® program has defined six principles:

- The protection of people and the environment are a top priority.
- Plants are operated in such a way as to ensure safety, health and environmental protection. Products are safely manufactured, transported, used and disposed of with a lower impact on the environment.
- The possible impact of processes, products and waste on people and the environment is known. Collaboration with the authorities and third parties to implement measures for the protection of employees, society and the environment.
- Supporting business partners in the safe transportation, safe handling and the safe and environmentally compatible use and disposal of products.

- Dialog with society is maintained, which includes communication about products, processes, equipment and their impact on people and the environment as well as precautionary protective measures.
- Products, processes and equipment are operated in such a way so that they are ecologically, socially and economically sustainable.

In 2006, Siegfried signed the ChemStewards® program of SOCMA (Society of Chemical Manufacturers and Affiliates), which is applied at the sites in the USA. The program focuses on the primary goals of stakeholder communication, product responsibility, the implementation of "Safety, Health and the Environment and Security" (SHE & S) from planning to operations, training and the commitment of employees as well as resource management and waste minimization.

The principles and contents of these various programs and systems are summarized in a global SHE policy, which was bindingly introduced in 2006 for all sites. This policy describes Siegfried's philosophy of safety, health and environmental protection towards employees, suppliers, business partners, customers, shareholders, the authorities and the public.

The management of Siegfried determines the SHE business policy and ensures that it is understood and practiced at all levels. The goals and programs concerning safety are developed within the medium-term planning process and reviewed on a regular basis.

The implementation of our safety and environmental policies and compliance with regulations are primarily in the hands of our employees. They are responsible for their own safety-conscious and environmentally compatible conduct. The leadership at every level of the organization is responsible for promoting safety and environmental awareness through relevant framework conditions and implementation measures.

In addition to global SHE campaigns, the various Siegfried sites also have the option to roll out site-specific initiatives. In 2016, in Pennsville, the Continuous Improvement (CI) program was launched to heighten safety awareness, which should be achieved through taking a variety of different ap-

proaches and cross-sectoral teams. This program has shown results: the accident figures have been significantly reduced compared to those of the previous years (see the table on accident statistics on page 49). The DuPont™ STOP training program regarding safety precautions was introduced at Siegfried in 2017.

Siegfried uses Key Performance Indicators (KPI) to control management processes and performance evaluations; they are also used for SHE protection and to define any corrective actions that may be necessary. Based on established accident and environmental parameters, we report on our activities and provide an extensive overview of accidents to interested parties. Additional information is available on our website (www.siegfried.ch).

Based on the area development at the Zofingen site, in 2014, the environmental risks were comprehensively assessed through an Environmental Impact Assessment (EIA) and, revised in 2016 due to the construction of the Logistics Centre. The report confirms that the requirements of the environmental protection legislation were adhered to in all respects. The evidence of this report continues to be valid for 2018.

3.1 Energy and Climate Change

The production of active pharmaceutical ingredients and intermediates is energy intensive because, as a rule, it includes several chemical and physical stages. In addition to the many manufacturing stages, the temperatures, which range from very low to very high, required for many chemical reactions and physical processes, are responsible for considerable energy demand. The limited consumption of thermal energy compared to that of the previous year is based on increasingly low-cost energy processes, i.e. more products were manufactured without the need for specific heating or cooling.

Much of the raw materials used by us originate wholly or partially in the petrochemical industry. As we depend on these raw materials in the production of medical substances, careful handling of these resources is of great importance to us. However, it is not only about the availability of

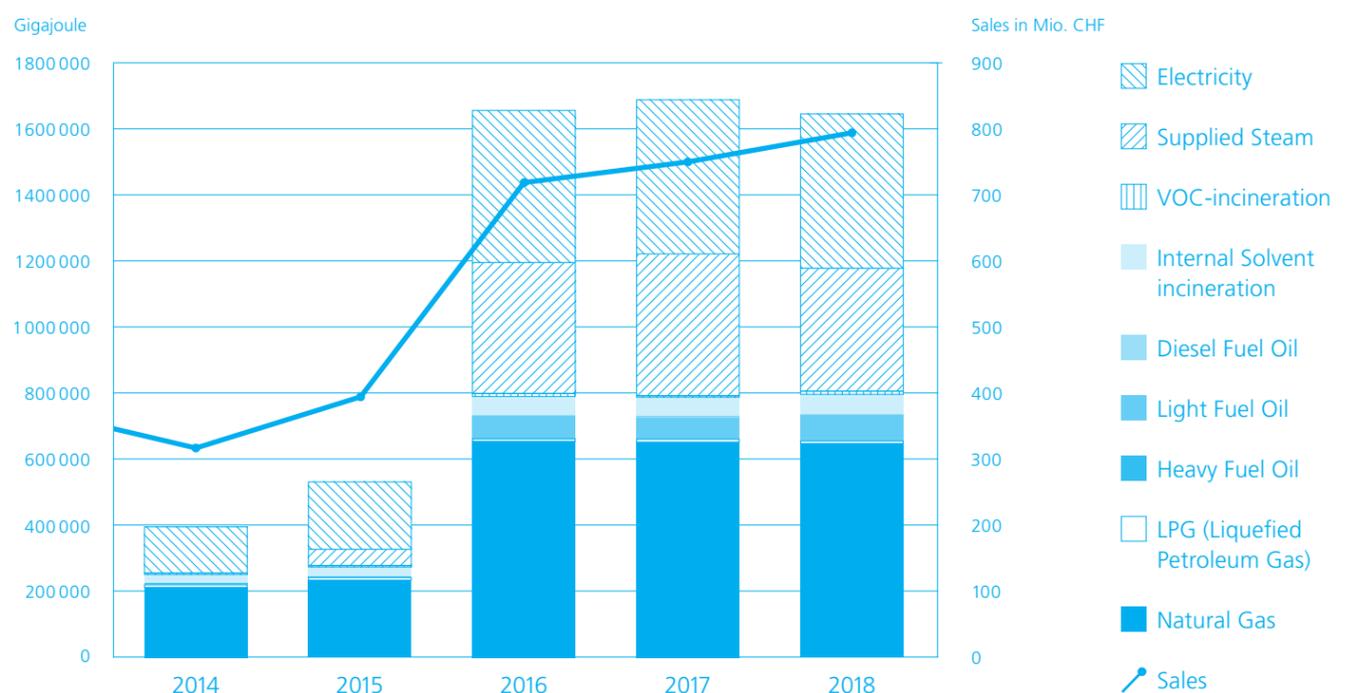
raw materials, Siegfried is also interested in reducing global climate warming and that the negative effects linked to it are restricted. We can make an active contribution through careful handling of natural resources and reducing the volume of waste materials. The change in the current figures varies compared to the previous year. Energy and water consumption have decreased, while volume of waste materials and air emissions have increased. Siegfried sees further potential for improvement in the optimization of processes as well as in decommissioning old plants and old buildings with poor energy performance.

Siegfried has already implemented various measures. For example, natural gas, which is relatively environmentally friendly, is used as the main source of energy. Heating oil is used only to a limited extent, above all where natural gas is not available. Siegfried stopped using heavy fuel several years ago. Regenerated solvents, which can no longer be used in production, serve as an alternative energy source. It was possible to increase the use of these so-called alternative fuels by 2.2% compared to the previous year's consumption; however, they only account for 3.6% of the total energy demand. The energy consumption of electrical and thermal energy is to be reduced based on optimization and partially through system upgrades, e.g. mode of operation of ventilation.

The goal set for 2018 to reduce the volume of standard energy consumption was achieved. The same was also possible for the consumption of electricity. Standard consumption decreased by 6.1%. The goal regarding CO₂ emissions was not achieved. Not only were the absolute emissions higher, standard CO₂ emissions also increased (+2.2%). This increase is attributable to the fact that the CO₂ emissions of the wastewater treatment plants were included for the first time in this report.

Siegfried's total energy consumption of 1645 terajoules (TJ) was 2.6% lower than that for the 2017 reporting year. The Evionnaz (+13.8%) and St. Vulbas (+6.6%) plants used more energy than in the prior year. This is primarily a result of the higher capacity utilization in these plants. However, the additional consumption was more than compensated by the considerable savings in the

Energy Consumption



Hameln (-2.6%), Malta (-5.9%), Minden (-6.7%) and Nantong (-11.5%) plants. Energy consumption in the Pennsville and Zofingen plants was close to the level of last year. Standard total energy consumption was 8.0% lower than in the previous year.

In respect of natural gas, consumption was slightly below that of the previous year (-0.7%), whereas heating oil grew significantly (+19%). This increase is largely attributable to the better capacity utilization at the Evionnaz plant where heating oil is primarily used since natural gas is not available at this plant. The volume of steam, however, dropped considerably (-12.6%) and the consumption of electricity was slightly lower (-0.6%).

In 2018, Siegfried used no fuels which were generated from renewable energy sources. Wherever possible, Siegfried replaced mineral oil by natural gas, which has a lower impact on climate and resources. In smaller projects, fossil fuels were partially substituted. Together with the federal authorities, Siegfried defined a CO₂ reduction target by 2020, which should be achieved by means of site modernization. The details on energy consumption include all consumption directly incurred by the firm, which includes the diesel consumption of company-owned vehicles, but not the energy used for business travel.

The energy content of the fuels follows the fact sheet CO₂ Emissions Factors of the Greenhouse Gas Inventory of Switzerland, published by BAFU [Swiss Federal Office for the Environment FOEN] on 25.01.2016.

The total consumption of electric power at all Siegfried sites amounted to 466.2 terajoule (TJ). The 0.6% decrease in the consumption was due to a decline in the Evionnaz, Malta, Minden and Nantong plants. In Nantong the consumption of electric power did not increase, although production nearly doubled. This was achieved by taking a variety of different measures, including the change from sodium lamps to LED. Hameln reported a slight increase, Pennsville, St. Vulbas and Zofingen a moderate increase in electric power consumption compared to the prior year.

38.1% of the electric power consumed was generated from renewable energy sources.

At the Malta plant, the electricity produced by means of photovoltaics of 955 GJ was considerably lower than in the previous year (-27.1%).

CO₂ emissions in Scope 1 (direct emissions from operation) were mainly due to the use of fossil fuels; other sources represent approximately 7%. CO₂ emissions into the atmosphere increased by 3910 tons, or 8.2% compared to the prior year. This is primarily due to two reasons: For one, the capacity utilization was higher in Evionnaz where more heating oil is used, causing more CO₂. For another, the CO₂ emissions attributable to the wastewater treatment plants were included in this report for the first time. Without the CO₂ emissions from these plants the increase would have amounted to only 1170 tons or 2.4%. The volume of standard CO₂ emissions was 2.2% higher. Excluding the wastewater treatment plants the volume of standard CO₂ emissions would have resulted in a decrease of 3.2% compared to the prior year.

The GWP (Global Warming Potential), expressed as CO₂ equivalent, amounted to 51 777 tons. For the conversion of other greenhouse gas emissions into CO₂ equivalents, the GWP values for a 100-year time horizon in accordance with the IPCC Assessment Report 5 (AR 5), Chapter 8 ("Anthropogenic and Natural Radiative Forcing")

Key Environmental Protection Figures ¹

	Unit	2018	2017	2016	2015	2014
Energy consumption						
Total energy	GJ	1 644 800	1 689 200	1 656 200	531 900	400 000
Natural gas	GJ	645 400	649 900	652 300	234 000	210 400
LPG		9 400	9 000	8 200	7 300	8 100
Heating oil	GJ	77 700	65 300	68 737	7 200	4 400
Diesel		1 800	3 100	3 500	500	200
Alternative fuels (solvents)	GJ	59 600	58 300	56 700	23 900	27 300
VOC incineration		10 300	5 600	8 600	4 000	
Supplied steam		374 600	428 700	399 300	49 900	n.a.
Electricity	GJ	466 200	469 100	460 800	205 200	145 600
Emissions						
CO ₂ emissions	Tons	51 760	47 850	48 200	16 300	15 000
VOC emissions	Tons	92	59	65	17	16
CO emissions	Tons	9.0	8.5	8.7	n.e.	n.e.
NO _x emissions	Tons	37	40	37	n.e.	n.e.
SO ₂ emissions	Tons	4.0	3.3	6.0	n.e.	n.e.
GWP, 100-year time horizon	Tons	51 780	47 600	n.e.	n.e.	n.e.
Water/wastewater						
Water consumption	m ³	5 590 000	6 493 000	6 871 000	2 456 000	2 071 000
TOC emissions	Tons	117	109	1445	536	454
Nitrogen emissions	Tons	55.3	73.0	66.7	n.e.	n.e.
Phosphor emissions	Tons	1.7	2.7	1.9	n.e.	n.e.
Waste						
Total waste	Tons	53 550	47 985	50 400	16 200	13 500
Hazardous waste						
Incineration	Tons	33 866	34 055	n.e.	n.e.	n.e.
Recycling	Tons	1 931	842	n.e.	n.e.	n.e.
Reclamation, including energy	Tons	4 494	4 927	n.e.	n.e.	n.e.
Landfill	Tons	110	94	n.e.	n.e.	n.e.
Non-hazardous waste						
Incineration	Tons	3 602	402	n.e.	n.e.	n.e.
Recycling	Tons	1729	1 670	n.e.	n.e.	n.e.
Landfill		338	510	n.e.	n.e.	n.e.
Reclamation, including energy	Tons	2 477	1 451	n.e.	n.e.	n.e.
Reutilization	Tons	42	28	n.e.	n.e.	n.e.
Disposal to external wastewater	Tons	4 938	4 007	n.e.	n.e.	n.e.
Recycling						
Regenerated solvents (internal and external)	Tons	23 800	23 500	15 100	6 400	2 150

n.e. = not recorded

¹ From 2016, the three former BASF production sites in Minden, Evionnaz and St.Vulbas acquired in 2015 have been included.

were used. The company's direct emissions, i.e. Scope 1, were taken into account. The CO₂ emissions from biogenic sources were also included for the first time.

The VOC volume emitted amounted to 92 tons, a plus of 33 tons compared to the previous year. The VOC emissions in the Minden and St. Vulbas plants decreased significantly, but were more than compensated by increases in the Pennsville, Nantong and especially the Evionnaz plants.

Siegfried Zofingen has established a VOC action plan with the responsible authorities for the period from 2018 to 2020, which has been approved by the latter. The plan is expected to further reduce VOC emissions.

The 37-ton emission of carbon nitrous gases (NO_x) was 3 tons lower than that of the previous year. A slight increase was recorded in the Pennsville plant, while that in the Nantong plant was significant. Because of the decline in NO_x emissions in all other plants, these increases were more than compensated.

Sulphur oxide emissions to the environment have been at a low level for quite some time. In 2018, it amounted to 4.0 tons and thus it increased by 20% compared to the previous year.

In the previous year, carbon monoxide emissions of 9.0 tons at all Siegfried sites increased marginally (+0.5 tons).

The reported greenhouse gas emissions are those of Scope 1 (direct GHG emissions).

Outlook

The volume of standard energy consumption is intended to be further reduced. The same applies to the consumption of electricity. We also aim to further reduce the volume of standard CO₂-emissions.

A number of steps have been defined at the Minden plant to reduce energy consumption. This involves the reconstruction of the steam condensate network, an automatic control to desalinate the boiler feed water, and the replacement of instruments and heat exchangers with inadequate energy efficiency.

The retrofitting of the pumps is currently also underway at the Minden plant and expected to be completed in 2019 to meet the requirements of the Technical Instructions on Air Quality Control. A program is in progress in Zofingen with the goal of reducing the consumption of electricity.



St. Vulbas

The St. Vulbas site is supporting a local program to develop the activities of bees by sponsoring a beehive. The honey that is generated is distributed to the employees and any excess will be donated to a local charity.

3.2 Waste and Contamination

By its very nature, the production of active pharmaceutical ingredients results in the accumulation of large quantities of waste as the manufacturing processes are complex and lengthy. The waste contains by-products of a synthesis which can be harmful to human health and the environment. Siegfried is committed to minimizing waste. Handling waste with care is therefore of great importance to prevent negative influences on eco-systems. Siegfried meets all requirements of the authorities and is in possession of the necessary licenses.

Siegfried meets the defined environmental standards and cultivates regular dialogue and an exchange of ideas with the responsible environmental authorities. Concerning the Zofingen site, a cooperation agreement was signed in the summer of 2016 with the Canton of Aargau environmental authority. The agreement focused on the topic of waste water and an exchange of data was agreed on. Siegfried undertook to actively report all irregularities with a potentially negative influence on the environment.

Discharge reduction of active pharmaceutical ingredients and intermediate products into waste water at the Zofingen site was continued in 2018. Tests were carried out for several manufacturing processes and, where necessary, waste water treatment was implemented. The production sites in Pennsville and Evionnaz have their own wastewater treatment plants which remove trace contaminants by means of activated carbon treatment.

In 2018, water consumption was reduced by 14% across all sites. When comparing water consumption with sales, consumption decreased by 19%. Most of the production sites were able to reduce water consumption. In Nantong this was achieved due to the optimization of wastewater treatment, reducing it by as much as 43%. Owing to the great commitment of a special project group, water consumption at the Zofingen site decreased by 31% compared to the previous year. At the Nantong plant the percentage of the decrease in water consumption was even greater and the Evionnaz plant also used considerably less water. Water consumption in the other plants was within last year's range. We therefore reached an interim goal, but additional savings in water consumption are necessary and planned.

Across all Siegfried sites, total organic carbon (TOC) emitted into wastewater amounted to 117 tons, i.e. 8.2 tons or almost 7.6% more than in the previous year. Therefore, at all sites, the TOC emission after wastewater treatment has been recognized. The same is true for the key wastewater indicators of nitrogen and phosphorous emissions, where the values were measured following wastewater treatment. Nitrogen emissions into the water decreased to 55.3 tons (down 24%). The Minden site is the main emitter of nitrogen as it produces a large quantity of products containing nitrogen, which results in emissions into the wastewater. However, with the installation of a denitrification stage in Minden a considerable decrease of almost 15 tons (-22%) was achieved. Phosphorous released into the environment was 39% below that of the previous year, and with 1.7 tons it is at a low level.

The volume of total waste at all nine Siegfried sites amounted to 53 550 tons, or 11.6% more than a year ago. Compared to sales, waste increased by 5.4%. As in the case of CO₂ emissions, this increase is mainly due to the fact that the wastewater treat-

ment plants (sludge) were taken into account in this report. Without it the increase would only have been 2.2% and compared to sales, it would even have been 3.2% lower than in the prior year. The waste is divided into 40 424 tons of hazardous waste and 13 125 tons of non-hazardous material. The reason for the considerable share of hazardous waste is that chemical production incurs a large volume of waste solvents classified as hazardous. Compared to a year ago, this waste category remained almost the same. It was only 1% higher. The volume of regenerated solvents remained constant from a year ago. There are two possibilities for solvent regeneration: plant-internal regeneration or plant-external regeneration. A total of 23 800 tons of solvents were regenerated in 2018. The share of regenerated solvents in relation to solvent disposals remained constant at 61%.

Outlook

Additional savings in terms of waste are planned for 2019. Siegfried will primarily focus on optimizing waste solvents, the main waste category. An interdisciplinary project group was set up in 2018 already, consisting of employees from the Business Excellence, Product Chemistry, Disposal and Safety and Environmental Protection Departments. The goal is to increase the proportion of regenerated solvents. This applies particularly to solvents used to clean equipment. This initiative will significantly reduce the volume of waste solvents to be disposed. Waste reduction projects are also underway at other sites, such as in Minden, St. Vulbas and Malta.

Water consumption was reduced significantly in 2018. Additional savings and optimizations are foreseen for 2019. The interdisciplinary project group will pursue this goal further in 2019. In addition to the efforts to reduce water consumption, discharge of pollutants into the water must also be continuously reduced, as exemplified by the emission of active pharmaceutical ingredients. These processes are constantly being optimized. At the Evionnaz site, activated carbon treatment was installed in the site's own wastewater treatment plant to reduce the emission of micro-impurities. In Zofingen, an ongoing study concerning the municipal wastewater treatment plant into which Siegfried feeds its waste water looks into improvement of waste water purification regarding micro-impurities.

In 2018, the Zofingen plant participated in a feasibility study concerning the fermentation of industrial wastewater, which is co-financed by the Swiss Federal Office for Energy. The result was favorable. The fermentation of industrial wastewater is technically feasible. A decision will be made in 2019 as to whether this will be further pursued.

At the Nantong site, a waste solvent incinerator and a sludge drying system will be installed in 2019 with the aim of reducing the volume of purchased energy and the quantity of waste.

A request for proposals for the "pump & treat" installation for decontamination of the Evionnaz site's underground will go out in 2019. The start-up is expected to take place in the spring of 2020.

3.3 Safety and Health

An efficient and safe chemical process is central to process development. As a rule, all chemical processes undergo extensive environmental and safety tests during their development. The goal is to protect the health and safety of our employees and our neighbors. Our internal safety laboratories employ well-trained specialists and state-of-the-art measuring instruments for the physical and thermal testing of materials. In experiments, the flammability, the risk of explosion, as well as the response in normal operation and in the event of emergency are simulated and evaluated. The findings are summarized in a safety and environmental report and assessed in a subsequent process risk analysis.

As part of our failure prevention plan, failure scenarios in the production, storage and internal transportation of chemical substances are subjected to a comprehensive risk analysis. The results are summarized in a report and reviewed by the authorities during an annual inspection. For emergency situations, such as explosions, fires or chemical incidents, Siegfried maintains its own emergency teams in the production facilities. Thus, the chemical and firefighting team in Zofingen and the Minden firefighting team each have more than one hundred members, consisting of professional firefighters and volunteers from all departments. Additionally, at the behest of the authorities, these groups also respond to incidents involving hazardous materials outside the area of the plants. The sites in Evionnaz and St. Vulbas also have their own emergency units.

How do I respond properly in the event of an emergency? These and similar questions about firefighting and first aid are discussed in regular training sessions and simulated in practical evacuation drills.

In addition, Siegfried employees are required to participate regularly in training with fire extinguishers. In these training sessions with small extinguishers, the employees learn to handle a fire in a wastebasket, a PC on fire, or even burning solvents by using different extinguishing methods. What they learn there is useful both in their professional environment as well as their personal life.

Focus on Workplace Safety

It is Siegfried's intention to create a corporate culture that tolerates no accidents. The Siegfried safety program was launched worldwide in 2006 based on this vision. The objective of the program is to raise the safety awareness of every employee. To further promote this, the Executive Committee decided in 2013 to introduce a global safety program, which was rolled out at every site together with experts from DuPont Sustainable Solutions. The key elements are the established STOP™ program and the five cardinal rules. All employees are required to develop a greater awareness of safety and to feel responsible for safety at work – their own and the safety of their coworkers. The goal of this safety initiative is an 80% reduction in the accident rate by 2018 compared to the 2012 reference year. Based on the 2012 accident rate, 38 occupational accidents per one thousand full-time employees, this parameter is intended to be reduced to less than 7 occupational accidents per one thousand employees within a period of six years. The target has not yet been achieved at all sites, but there has been a significant reduction in accidents since 2012 (see the table on accident statistics on page 49).

Most third-party companies located in Zofingen are also actively participating in this safety program.

In 2014 and 2015, 200 employees received training as part of the STOP™ program at the Hameln, Malta, Pennsville, Irvine and Zofingen sites. With the integration of the Evionnaz and St. Vulbas production sites into the Siegfried Group, the STOP™ Program was also mandatorily introduced at these sites in 2017/18 and in the process dozens of new "STOP auditors" have been trained. In the newest production plant in Nantong the STOP™ program was implemented in 2018. For historical reasons, at the Minden site, we have decided on a special solution, namely to put communication and behavior of the employees at the core and includes the most important STOP™ Program.

Several hundred STOP auditors have completed their training, which sharpens their own safety awareness, and the STOP auditors have been enabled to engage in structured dialogues with their colleagues and co-workers on the topic of safety. These dialogues are the actual core of the initiative, because safety is a recurring topic. It is not only about monitoring and identifying deficiencies. It also means recognizing and commending good conduct and good conditions.

STOP Initiative

In 2018, several thousand STOP dialogs took place at the various sites. The evaluations of the feedback from the STOP activities at the Zofingen plant showed for 2017/18 that most of the employees work with an awareness of safety.

	2018	2017
Number of reported safety dialogs	1 380	740
Individual observation points	44 000	20 000
Observations evaluated as "safe"	43 000	19 000
Observations evaluated as "unsafe"	1 000	1 000

The observations are focusing on the actions of the employees, e.g. the handling of tools and machinery, the use of personal protection equipment, ergonomics, contact with chemicals or hot surfaces as well as order and cleanliness. Unsafe handling is discussed and corrected by means of a safety dialog. The observations are performed on a continuous basis and analyzed by a work specialist. Safety campaigns are launched or specific training is provided where required.

In addition to the STOP initiative, a company-wide campaign for workplace safety was launched in 2014 with five cardinal rules describing the significant risks. These cardinal rules were applied globally in 2017. Compliance is mandatory for all employees; failure to comply will result in disciplinary action. Our five cardinal rules applicable worldwide are:

- Consistent use of personal protection equipment;
- Completion of the required safety training prior to performing work;
- Protection against falling while working at or above a height of two meters;
- Safeguarding equipment prior to maintenance work;
- No removal or overriding of safety devices.

To permanently promote safety awareness while working, various activities and campaigns were initiated. In the context of clarifying accidents, brief information was drawn up which was sent internally to all employees and also used for training purposes. Furthermore, on a monthly basis, SHE publishes key topics on work safety, such as,

correct grounding, maintenance and care of personal protection equipment, tripping/falling, the dangers and handling of hose lines, preparation and delivery of process equipment to the maintenance team, and providing proper emergency alarms.

Further training on safety concerning various topics is offered to the site's employees. For example:

- Internal training for logistics personnel and employees in dispatch on the transportation of hazardous goods and air freight safety training (known shipper)
- Introductory course on "correct packaging" for production chemists and waste disposal service providers
- Basic course on "IATA packaging" for the logistics department
- Introductory event on the classification of chemicals (hazardous materials/exposure), correct emergency alarms/conduct in the event of emergencies for new trainees
- Information event and sharing experiences for those responsible for building security
- Training for production workers on the topic of "weighing correctly", "keeping correct records" and on the hygiene of face masks
- Training in the handling and use of small-fire extinguishers for site employees
- Safety training for construction site personnel
- Workshops for production personnel to prevent leaks of substances in the production plants.

Audits

The authorities, insurance companies and customers have inspected all facilities during the reporting year. Inspectors and customers confirmed that Siegfried has an effective and integrated risk and environmental management system in place. In an industry comparison, the risk assessment by the HDI Global insurance company revealed no irregularities. Siegfried sites meet the requirements for operational safety and fire protection and are listed among the top 10% in the insurance company's risk benchmark rating. Following the inspections in 2013, the production plants in Malta, Irvine and Pennsville were inspected again, and once more a good safety system and adequate fire prevention was attested.

The system of internal audits and safety inspection tours has been well established at the various sites. In Nantong, 73 internal safety and environmental audits were carried out and over 300 observations were recorded. 90% of the defects have already been corrected. In Zofingen, 104 internal safety and environmental audits were performed. The audit teams submitted some 570 suggestions for improvement, more than 75% of which were successfully implemented in 2018. Concerning hazardous goods controls, 126 internal transportations

by truck and rail were inspected. Defects and complaints were reported in about 3% of the inspections, which represents a considerable improvement over last year.

The implementation and compliance with the global SHE guidelines and with the local SHE requirements is periodically examined by corporate audits. This means that audit specialists from the Zofingen headquarters are inspecting the other sites and conduct multi-day safety audits. Last year the plants in Evionnaz, Minden, Nantong, Pennsville and St. Vulbas underwent a SHE inspection.

Plant Safety

As a chemical-pharmaceutical company, plant security is priority for us. The company property is secured with a fence or a wall. Additionally, cameras are provided for monitoring. Pedestrian and vehicle access routes are watched and controlled (reception). All visitors are registered and introduced to the specific regulations of conduct and security. The presence on company property requires a visitor's pass. Employee vehicles may not be parked inside the plant property. The property is monitored outside of the working hours by periodic inspections performed by the security service.

Incidents, Occupational Accidents and Occupational Illnesses

As part of Siegfried's integral risk assessment, in addition to the accident ratios, incidents with property damage or environmental impact have been shown under the parameter "accident points" since 2013. These accident points are determined as follows:

1 point for each day lost, 1 point per accident/occupational illness without days lost, 0.5 points per incident with significant property damage or environmental impact. This system allows Siegfried to be more transparent in reporting events.

The chart is a cross-comparison between the plants in 2018. Six sites were below the target rate of less than 25 "accident points" per 1 million hours worked. Three sites did not meet the target. In Evionnaz, Minden and St. Vulbas, there were several occupational accidents which led to multiple weeks of lost working hours. Injuries affecting the hands occurred in two cases (inadequate securing of load, hands touching a rotating machine) and in one case affecting the face (contamination due to a leaky pipe). These accidents were caused by improper behavior and miscalculation of danger. Due to the high accident figures various measures were taken, such as safety workshops, daily safety inspection tours and weekly meetings with the shift workers on the topic of safety. Awareness of the STOP™ program was raised again in Zofingen by training 25 new STOP inspectors. The approximately 100 STOP inspectors were sensitized and advised of their tasks and duties in 24 events regarding work safety. Together with SUVA (Swiss Council for Accident Prevention) a campaign on the topic of "Accident Victims in Dialog

with Employees" was launched. Actors dressed up as "accident victims" approached employees during lunch in the cafeteria and talked about "their accident" and how it could have been prevented.

No occupational illnesses or work-related deaths were recorded in 2018.

Seven production sites were able to reduce the number of occupational accidents (with and without lost days) compared to those of 2017. No accidents occurred in Hameln and Nantong. The sites in Zofingen and Malta were able to reduce occupational accidents by more than half compared to the prior year. The accident rate in Zofingen dropped as much as 79% to seven occupational accidents and in Malta it fell 57% to six occupational accidents per one thousand employees. Occupational accidents in Minden were reduced by roughly one third to eight per one thousand employees.

The opposite occurred in Irvine where the rate of occupational accidents worsened and increased to about 1%. In the Pennsville and St. Vulbas plants, the occupational accident rate was at approximately 2%, and below 1% in all other plants. A multi-year comparison shows that the accident rate across all sites in 2018 was the lowest ever achieved.

Accidents in Zofingen were reduced by over 50% compared to the long-term average. Thus, the occupational accident rate is below 1% for the first time and with seven occupational accidents per one thousand employees, it is also clearly below the average in the Swiss chemical and pharmaceutical industry (2017: 21 accidents/1000 full-time employees).

Most of the injuries were caused by tripping and falling. For half of the occupational accidents, no absences from the workplace were recorded. Care was given at the site's own first-aid stations, and the employees were able to return to their workplace.

At Group level, Siegfried was successful in significantly lowering the number of occupational accidents. The occupational accident rate has stagnated for several years at about 15 occupational accidents per one thousand employees. With seven occupational accidents per one thousand employees, Siegfried achieved one of the lowest accident rates in its history in 2018. Viewed across all sites, apart from St. Vulbas, most of the accidents, such as tripping, falling, lifting heavy loads and cutting, resulted in minor injuries and no or only short absences from the workplace of a few days.

Ensuring Health

Siegfried maintains process technologies with various containment systems for the development and production of highly active substances and finished dosage forms. Closed handling of substances protects the employees from excessive exposure. Wherever necessary, protective clothing with respirators is available to safeguard the safety of the employees. To minimize the risks of contamination, Siegfried has installed decontamination stations, airlocks and designated changing areas.

Compliance with the workplace thresholds and the effectiveness of the technical installations is monitored and periodically tested by SHE.

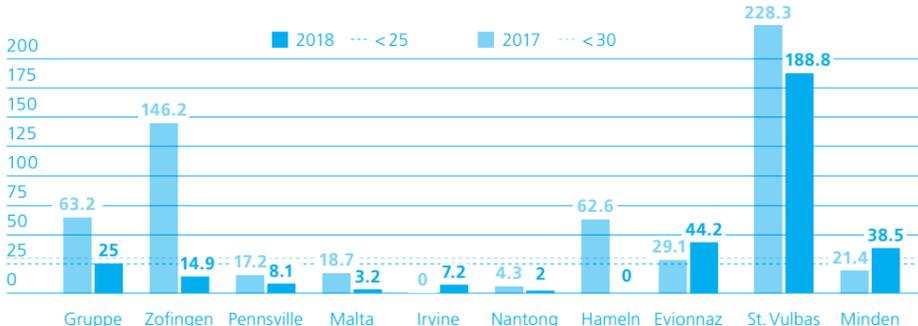
An internal workplace hygienist is available to address questions and problems of hygiene at work. Workplaces have been assessed and production equipment classified by means of monitoring. The production equipment is combined in a system evaluation register. Based on this information, the equipment operator or product chemist can assess in advance whether additional steps must be taken regarding exposure when the product is changed. If necessary, the monitoring is repeated. In 2018, for example, more than 100 such workplace

The 2018 accident statistics are as follows:

Incidents/1000 FTE	2018	2017	2016	2015	2014	2013
Zofingen	7	33	24	16	18	17
Pennsville	16	17	11	34	37	13
Malta	6	14	7	14	30	7
Irvine	7	0	8	0	8	16
Nantong	0	3	0	5	1	0
Hameln	0	8	17	24	n.a.	n.a.
Minden	8	12	16	n.a.		
Evionnaz	9	9	11	n.a.		
St. Vulbas	27	35	13	n.a.		
Group	7	16	15	15	14	12

Accident points/1 million working hours	2018	2017	2016	2015	2014	2013
Zofingen	15	146	49	24	60	58
Pennsville	8	17	87	159	42	17
Malta	3	19	4	42	70	4
Irvine	7	0	82	0	22	96
Nantong	2	4	1	5	2	0
Hameln	0	63	20	65	n.a.	n.a.
Minden	39	21	20	n.a.		
Evionnaz	44	29	46	n.a.		
St. Vulbas	189	228	50	n.a.		
Group	25	63	36	40	33	38

Number of accident points per 1 million working hours: (Goal <25)



The country and gender-specific accident rate of occupational accidents/occupational illnesses for 2018 is structured as follows:

	Occupational accidents without days lost		Occupational accidents with days lost		Days lost	
	Men	Women	Men	Women	Men	Women
Switzerland	3	0	5	0	39.5	0
USA	2	0	1	1	1	3
Malta	1	0	0	0	0	0
China	0	0	0	0	0	0
Germany	0	0	5	0	36	0
France	0	0	3	1	44	1

exposure evaluations have been carried out in St. Vulbas and Zofingen.

Training and testing in the use of the correct personal protective equipment at work is ongoing. The on-site trainers are supported by SHE. The internal department for workplace safety evaluates new personal protective items for a variety of applications, tests skin-care products and compiles the information in a company catalog for body protection.

In 2018 the annual flu shot was offered again in the form of a vaccination campaign at no cost to the employees. As part of the medical care, about 100 employees in Zofingen were examined by the Institute for Occupational Medicine (ifa Baden) and assessed for their capacity to work. These medical check-ups were performed at the direction of SUVA (Swiss Council for Accident Prevention). In relation to the promotion of health, the Nantong site offers all employees the possibility of undergoing a medical check-up.

Ideas and suggested improvements submitted by employees are evaluated and implemented, if possible.

Company sports clubs are available to promote fitness.

Outlook

Siegfried continues to make the reduction of events and workplace accidents a priority by optimally using the STOP™ safety program which has been rolled out worldwide by now. Local initiatives and campaigns support working with an awareness of safety.

To quickly reintegrate employees injured in an occupational accident in the work process, the provision of alternative workplaces is intended to optimize operational health management. Steps have been taken and are continuously updated.

All facilities are encouraged to continue sharing information on SHE topics. The purpose is to further harmonize health and safety standards and to implement the global SHE philosophy across all sites. Initial meetings and the exchange of experience among SHE specialists have already taken place and will continue.

In the practical implementation of the Responsible Care Program Siegfried makes every

effort to continue promoting the cooperation with the authorities regarding safety and environmental protection. In addition to project-based interaction, periodic meetings between representatives of the authorities and Siegfried's management are taking place.

4. Employees

Siegfried's success is based on the skills, motivation, health and satisfaction of our employees. Demographic change, the scarcity of well-trained staff in all markets, cooperation among cultures and generations with increasingly difficult requirements for the compatibility of work and personal life and the change in the work environment through digitalization all demand a proactive design of future work conditions and the foundations of cooperation.

The goal of Siegfried's human resources activities is to identify trends in good time and to secure the future by taking effective steps to create and offer attractive jobs over the long term and to further increase the organization's competitiveness and flexibility.

At Siegfried, Global Head HR holds responsibility for the development and implementation of these topics. The definition of priorities and thrusts and the approval of concrete measures are carried out in close cooperation with Siegfried's Executive Committee and the Board of Directors.

Siegfried's global HR strategy builds on the following core topics with regard to developing and using Siegfried's potential as a company:

Efficient Organization

Recruiting, developing and keeping well-trained employees and maintaining the productivity represents a key factor of Siegfried's success. In a global and competitive job market with increasingly higher requirements of customers and the regulatory environment, we rely on employees with a high learning orientation, natural curiosity, a well-defined creative drive and open-mindedness for new ideas. For purposes of staff recruiting, a new digital employee recommendation platform has been successfully intro-

duced worldwide, through which existing employees are able to sign up and recommend new co-workers. Initial experiences have shown, on the one hand, that the current employees are comfortable at Siegfried and recommend the company to their friends and acquaintances. It also shows that the quality of internally recommended candidates is excellent.

Siegfried equally promotes expert, project and management careers and actively supports employees and managers in the further development of personal and professional skills. Siegfried deliberately focuses on the promotion and development of our own qualified young employees in management and specialist functions to ensure a robust internal order of succession and with this, a certain independence from the job market, but also to offer development perspectives to the employees. The development steps are determined and followed up in connection with the annual performance and development reviews. In addition to our individually defined external and internal continued education programs, Siegfried encourages employees to grow by taking on additional, demanding tasks and responsibilities or by obtaining experience from reassignment to another company site. Current projects, particularly concerning qualified production employees, involve the systematic increase and expansion of technical competencies, which ultimately boost the flexibility of these employees and consequently their versatility.

During the year under review, the employees across the group attended an average of approximately 24 hours/3 days of internal and external continuing education and training events.

Staff development and the availability of training are expected to be redesigned over the course of the next 12 months and to bring the training into line with the core competencies required now and in the future.

Furthermore, professional training at Siegfried plays a significant role to meet future needs for skilled employees. With a focus on careers in the areas of laboratory assistant, chemical technician and pharmaceutical technician, Siegfried is currently of-

fering 104 young people around the world attractive training possibilities as well as interesting career opportunities via the completion of an apprenticeship. Siegfried also offers university graduates exciting prospects to enter the job market through trainee programs and internships.

Site	Number of Apprentices	In % of number of employees
Zofingen	37	7.3%
Evionnaz	15	5.2%
Hameln	17	3.9%
Minden	18	5.4%
St. Vulbas	8	7.2%
Nantong	6	2.9%
Malta	3	2.0%

Excellent Leadership

The quality of our managers for our corporate success and for the satisfaction and commitment of our employees is a key success factor. Owing to their functions, managers are in a position, to a considerable degree, to put their stamp on corporate culture. They contribute decisively toward creating a work environment in which people perform well and innovation is being encouraged.

During the year under review, a global employee survey was conducted for the first time on the topics of company values and leadership principles. The goal was to assess employee satisfaction and the status of the implementation and acceptance of the values and leadership principles introduced in 2016. The results have shown that we are well on track across all sites as far as the acceptance of values and leadership principles is concerned, but we still need to continue working on internal communication, the empowerment of managers and employees and the culture of cooperation.

Leadership workshops were held again in 2018 at all sites with the local management teams, the CEO and the members of the Executive Management. In these workshops, the results of the employee survey were discussed in detail and specific steps and initiatives were determined regarding the issues with potential to improve.

Siegfried's performance management process represents a key element of leader-

203

employees with part-time employment

100

employees in Zofingen were examined by the Institute for Occupational Medicine and assessed for their capacity to work.

104

apprentices at all Siegfried sites

29.4

percentage of women employees

ship, of the development of our employees and of the control of the goals with relevance for the company. The process is implemented uniformly at all sites and, where possible, across all levels of the hierarchy. The scope of this process foresees a target-setting meeting at the start of the year, an appraisal interview at the end of the year and a mid-year review. Key is the feedback during the course of the year as this process provides every employee with specific information regarding their performance and conduct in a timely manner.

Attractive and Responsible Employer

Siegfried aims to create and maintain secure and attractive jobs at all of its sites providing competitive working conditions while reconciling the interests of the company with those of its employees.

In addition to attractive employment conditions, a market-oriented base salary and performance-related variable compensation elements and participation plans (for detailed information, see the Remuneration Report, page 33ff.), Siegfried attaches great importance to maintaining a balance between work, family and leisure time allowing our employees to be and remain efficient, creative and successful. Important elements in achieving this goal are provided by the possibility of flexible worktime, working part-time and taking unpaid leave. The first concrete steps were developed and initiated during the year under review to make managers and staff more aware of the importance of health management.

Siegfried places high priority on a discrimination-free working environment in which employees develop personally and professionally, advance innovation and deliver superior performance. We do not tolerate any form of discrimination based on sex, race, ethnic background, religion or ideology as well as physical or mental disabilities. We consider our corporate culture, which is based on the values of respect, loyalty, credibility, sustainability and compliance, and our Code of Business Conduct to be an important and binding foundation of our interactions.

We put emphasis on regular, clear and open communication allowing all employees to develop a good understanding of the strategy and the economic interrelations and the resulting acceptance of corporate goals and department objectives. Information events and workshops are carried out several times a year with the aim of promoting dialog and an exchange of information between employees and higher management. In addition, these events serve to present current business developments and information concerning strategy and other important issues and projects. Roundtable meetings were introduced at all sites during the year under review. These are an opportunity for the employees to communicate directly with a member of the Executive Management.

Siegfried looks back on a long tradition of solution-driven cooperation with employees in the spirit of social partnership. Siegfried respects the right of each employee to join an employee representation or a union. We cultivate direct, transparent and constructive dialog with all representatives of employees and unions. Joint information meetings and discussions concerning Siegfried's business development and measures concerning workplace and co-determination aspects are carried out at regular intervals. Collective labor agreements are available to substantial groups of employees in Switzerland, Germany, France, Malta, China

Sustainability Figures

Employees as per 31 December ¹		2018		2017	
Permanent employees					
Zofingen, Switzerland	Number/total	504		543	
Evionnaz, Switzerland	Number/total	287		298	
St. Vulbas, France	Number/total	111		110	
Pennsville, USA	Number/total	169		159	
Irvine, USA	Number/total	122		112	
Malta	Number/total	150		128	
Nantong, China	Number/total	202		204	
Hamel, Germany	Number/total	435		441	
Minden, Germany	Number/total	333		336	
Siegfried Pharma, Zofingen, Switzerland		51			
Group	Number/total	2 364		2 331	
Full-time employees	Number/%	2 161	91.4%	2 126	91.2%
Part-time employees	Number/%	203	8.6%	205	8.8%
Apprentices/number of apprentices based on total employment	Number/%	104	4.4%	92	3.9%
Temporary employees					
Zofingen, Switzerland	Number/total	71		107	
Evionnaz, Switzerland	Number/total	28		13	
St. Vulbas, France	Number/total	21		16	
Pennsville, USA	Number/total	3		2	
Irvine, USA	Number/total	3		7	
Malta	Number/total	0		4	
Nantong, China	Number/total	3		2	
Hamel, Germany	Number/total	88		63	
Minden, Germany	Number/total	83		74	
Siegfried Pharma, Zofingen, Switzerland		2			
Group	Number/total	302		288	
Diversity²					
Female employees	Number / %	695	29.4%	670	28.7%
Male employees	Number / %	1 669	70.6%	1 661	71.3%
Women in upper management	Number / %	4	0.2%	4	0.2%
Men in upper management	Number / %	40	1.7%	42	1.8%
Women in middle and lower management	Number / %	95	4.0%	85	3.6%
Men in middle and lower management	Number / %	240	10.2%	243	10.4%
Female full-time employees	Number / %	517	74.4%	498	74.3%
Female part-time employees	Number / %	178	25.6%	172	25.7%
Male full-time employees	Number / %	1 644	98.5%	1 631	98.2%
Male part-time employees	Number / %	25	1.5%	30	1.8%
Demographics					
Employees up to age 30	Number / %	354	15.0%	359	15.4%
Employees between age 31 and 50	Number / %	1 292	54.6%	1 309	56.2%
Employees above age 50	Number / %	718	30.4%	663	28.4%
Average age of employees	Age	42.3		41.7	
Fluctuation					
Exits/fluctuation women	Number / %	86	3.6%	69	3.0%
Exits/fluctuation men	Number / %	208	8.8%	240	10.3%
Total fluctuation rate	Number / %	294	12.4%	309	13.3%
Lost working days due to accidents and illness					
Lost working days due to work-related illness	Number of days / %	75.0	0.3%	18.0	0.1%
Lost working days due to illness ³	Number of days / %	21591.3	90.4%	22 529.4	92.0%
Lost working days due to work-related accidents/quota of days lost in %	Number of days / %	261.4	1.1%	423.5	1.7%
Lost working days due to non-work-related accidents/quota of days lost in % ³	Number of days / %	1950.0	8.2%	1 509.1	6.2%
Total lost working days	Number of days / %	23877.7	100.0%	24 480.0	100.0%
Lost working days per employee	Ø days per employee / %	10.1	4.6%	10.5	4.8%

¹ Source: Siegfried ERP System (SAP HR), as per 31.12.

² related only to permanent employees

³ Hameln and Minden sites: non-work-related accidents are included in "lost working days due to illness"

and the USA. A total of 1 054 individuals, or 44.6% of all employees, are subject to a collective employment agreement. [GRI102-41](#)

At all sites we unconditionally respect the local statutory regulations concerning labor and the international standards of the International Labor Organization (ILO). The salaries Siegfried pays its employees are above the legal minimum wage at all sites and the company does not employ minors. At Siegfried, part-time employees and employees with a fixed-term work contract are treated the same as full-time employees with regard to their employment conditions.

Employment Development

As of December 31, 2018, the Siegfried Group employed 2 364 employees worldwide. The number has increased slightly compared to the previous year due to the acquisition of Siegfried Pharma. The group-wide fluctuation rate decreased to 12.4% in the year under review (previous year: 13.3%). The fluctuation rate includes all terminations of contract (either on the part of the employee or the employer), outsourcing as well as retirements and deaths.

Siegfried employs about 241 external staff worldwide. They are employed mainly

in production and production-related fields such as laboratory and warehouse, to cover for production peaks and long-term absences. All of Siegfried's partners relating to external employees maintain legal regulations and pay minimum wages. Basic salaries of external employees are comparable to those of Siegfried's own employees.

Outlook

We plan to further increase the effectiveness of our HR activities and the performance of our managers within the coming months.

Our focus continues to be on the organization's greater flexibility and agility as well as maintaining its efficiency. In the coming years, Siegfried will therefore continue to focus strongly on the empowerment of employees and managers while putting even greater emphasis on preventive health management.

5. Corporate Social Responsibility

5.1 Local Population

In connection with corporate social responsibility Siegfried maintains contact with the authorities and other responsible parties and also directly with the populations at the various sites. Since Siegfried is considered and valued as an important employer at most of the sites all parties are interested in doing so. The contacts are primarily maintained by the site management, but the top management of the Siegfried Group also periodically meets with the regional and local political leadership.

The key component of such communication is the topic of education and training. Siegfried provides internal training positions and internships and is willing to support primarily science-oriented educational institutions in various ways, based on the respective professional training systems and/or academic educational institutions. Where gaps exist, Siegfried also provides internal training or retraining. Furthermore, Siegfried supports institutions where students are exposed to the sciences at an early age.

A vital topic which is discussed in close communication with the authorities is the subject of safety and environmental protection. Siegfried is doing its utmost to meet all corresponding rules and regulations. As a result, it maintains sizeable firefighting and chemical disaster units at all sites. If the au-

thorities wish, these units are prepared to also serve outside the company, especially in cases concerning chemical substances.

Other engagements take place in a social and cultural environment. Related activities by the employees are also supported by the company at many sites. They include the participation of company teams at charity events such as "Race for life" or "Powerman Charity". The company grants financial support to social commitments and commitments volunteered by employees for disabled people. The same is true for volunteer commitment in the field of sport and youth sport. The sites have a budget item available for this.

Outlook

The Siegfried Group will continue to fulfill its social responsibility, e.g. in the form of various memberships, and will cultivate the contact with the local population at all sites. The goal is to increasingly establish such engagements across the sites to make better use of the resulting synergies between the various sites, countries and regions.

5.2 Political Representation of Interests

For Siegfried, the purpose of communicating with political bodies and decision-makers is to establish beneficial conditions for business in general and the chemical-pharmaceutical industry in particular. We make every effort to achieve a competitive site, an innovative environment as a basis for re-

search and development, and an excellent educational system, both work-related and academically. Free market access worldwide is of great importance to Siegfried.

Important current topics include the following:

- Research and innovation
- Education
- Free movement of people and thus the possibility for Siegfried to acquire employees with the greatest capabilities
- Free movement of goods
- Comparable conditions for all manufacturers worldwide, also with regard to the regulatory environment.

These are the issues that Siegfried supports worldwide, at the company's headquarters in Switzerland and at every site.

At the European level Siegfried is actively involved in EFCG (European Fine Chemical Group), a sector group within CEFIC (European Chemical Industry Council).

In Switzerland, Siegfried occasionally supports – primarily in connection with popular votes – political parties or candidates who share the company's political goals. During the year under review, Siegfried spent approximately CHF 5000 for popular votes in Switzerland relating to the interests of business in general and companies in the chemical and pharmaceutical industries in particular. Siegfried's direct support of pro-business parties amounted to about CHF 4000. No specific candidates were directly supported in the year under review. Siegfried did not make any other contributions to any parties or individual politicians.

Furthermore, Siegfried is a member of "scienceindustries", the Swiss economic umbrella organization Chemie Pharma Life Science, the Swiss Society for Chemistry (SCU), and the Swiss Society for Health Policy. Siegfried is also a member of Park InnovaAare, an organization which brings business and science together in the Canton Aargau. In addition, the head of Pharmapark Zofingen has a seat on the board of economiesuisse and "scienceindustries", the economic umbrellaorganization Chemie, Pharma, Life Science. He is the Vice President of the Aargau Chamber of Industry and Commerce AIHK.

Overview of the memberships of the Siegfried Group and the companies at the individual sites:

Group		European Fine Chemical Group (EFCG); Sektorgruppe des European Chemical Industry Council (Cefic) scienceindustries Chemie, Pharma, Life Science, Swiss economic umbrella organization Swiss-American Chamber of Commerce Swiss-Chinese Chamber of Commerce The Association of Swiss Enterprises in Germany (VSUD) Avenir Suisse DCAT Drug, Chemical, & Associated Technologies Association, USA
Zofingen	Switzerland	Aargau chamber of Commerce and Industry (AIHK) Zofingen Economic Region Association (WRZ) Park InnovAARE
Evionnaz	Switzerland	Chambre Valaisanne de Commerce et d'Industrie Groupement Romand Industrie Pharma Union Industriels Valaisans
Hameln	Germany	AdU (Employers' Association of Business in Weserbergland) ChemNord (Employers' Association of the Chemical Industry in Northern Germany) BME (Bundesverband Materialwirtschaft, Einkauf und Logistik) Weserbergland AG (network of businesses)
Minden	Germany	Arbeitgeberverband für die Chemische Industrie Ostwestfalen-Lippe e.V. East Westphalia Chamber of Commerce and Industry (IHK) Association of the Chemical Industry (VCI)
St. Vulbas	France	Union des Industries Chimiques (UIC) Mouvement des entreprises de France (MEDEF) Plaine de l'Ain Industrial Park (PIPA)
Hal Far	Malta	Malta Chamber of Commerce Malta Employers Association Foundation for Human Resources Development
Pennsville	USA	SOCMA Society of Chemical Manufacturers and Affiliates NJBIA (New Jersey Business & Industry Association) Salem County Chamber of Commerce Employers Association of New Jersey
Irvine	USA	International Society of Pharmaceutical Engineers (ISPE) Parenteral Drug Association (PDA) American Society of Quality (ASQ) California Chamber of Commerce
Nantong	China	SwissCham Shanghai Nantong Pharmaceutical Association Nantong Biopharmaceutical Industry Union



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