

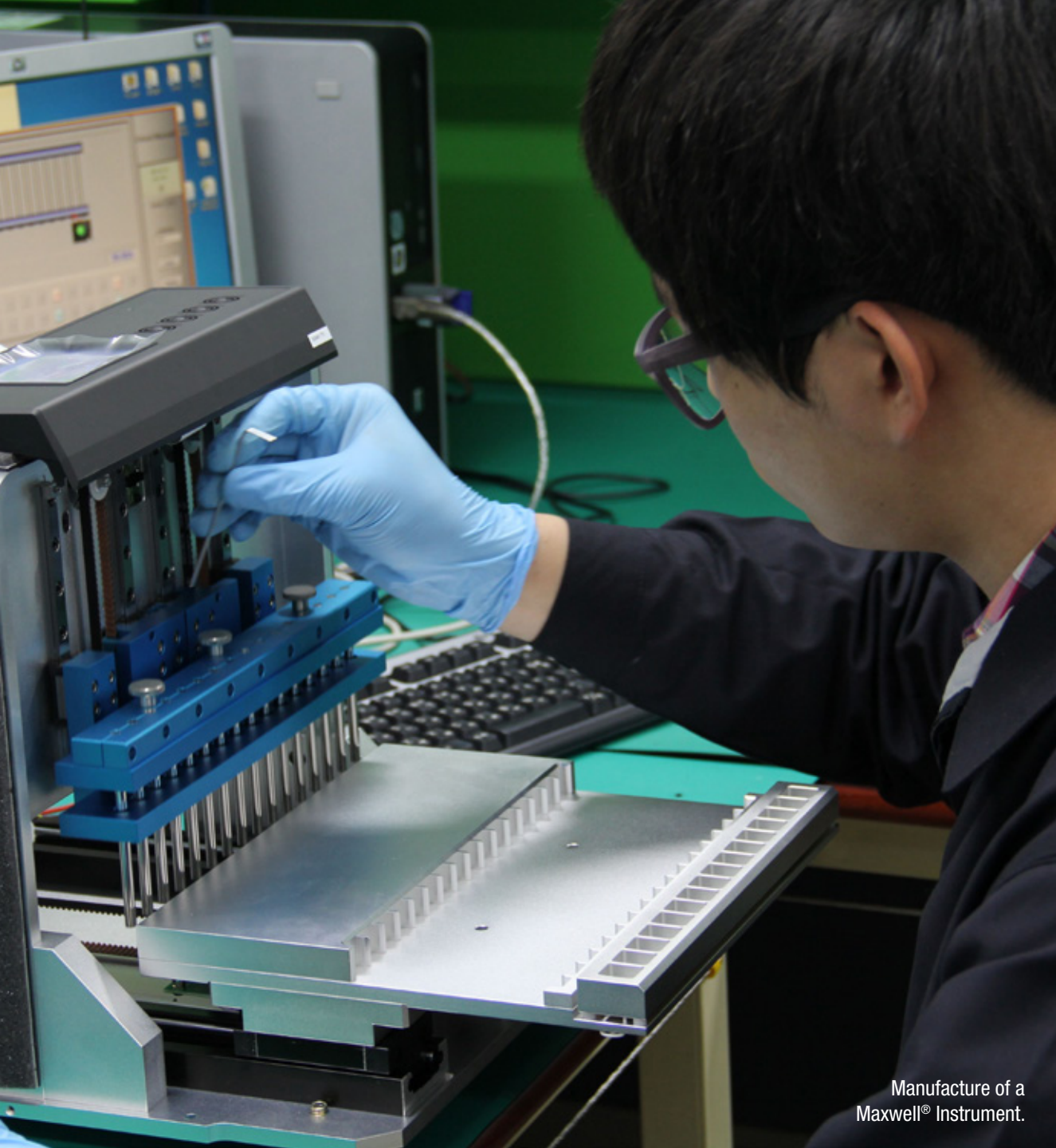
2013

Corporate Responsibility Report

Artwork: artist's concept of a eukaryotic cell.

Table of Contents

Introduction	Pg #	Government and Academic Research Laboratories	16	People Care	Pg #
Overview	3	Investments in the Future	17	The Promega Culture	38
CEO Letter	4	Quality Process and Product	18	Employee Health	41
Corporate Mind	Pg #	cGMP Manufacturing Facility	18	Promoting Wellness through Healthy and Active Lifestyles	42
Future Investments	8	Planet Aware	Pg #	Investing in Employee Education, Training and Advancement	46
Corporate Governance	9	Responding to Climate Change	23	Human Rights and Diversity	47
Corporate Values	9	Energy Consumption	23	Community Touch	Pg #
Creative Approach	10	Tracking and Reducing Impacts from Product Distribution	27	Supporting Education and Knowledge	51
Supply Chain Management	11	Reducing Impacts from Business Travel	29	Community Wellness	55
Product Reach	Pg #	Preserving Natural Capital	31	Creativity	57
Supporting Good Science	13	Minimizing Waste	31	Additional Information	Pg #
Pharmaceutical and Biotechnology Industries	14	Water Conservation	33	Report Parameters	60
Forensics and Paternity Laboratory	14	Connecting with Customers without Paper	34	Key Indicators	61
Clinical and Molecular Diagnostic Laboratories	16	Less is More with Packaging	35	Index	62
Applied Biotechnology and Agriculture	16				



Manufacture of a Maxwell® Instrument.

Overview

Promega has a rich history of focusing on the long-term vision with an eye toward leaving a positive impact. We believe that success is not measured solely by short-term profits but by finding lasting synergies between organizational focus and the wellbeing of humanity.

Our products have empowered scientists to address the challenges facing global health for over 35 years. To meet the ever changing needs of researchers worldwide, we are making significant investments in facilities and capabilities that will provide a solid foundation for decades into the future.

As we grow, we are mindful of how natural resources are used and integrate the values of sustainability across all aspects of our business. We appreciate the communities in which we work and give back by supporting education, community wellness and the arts. With the expansion of our manufacturing base and global branches, we look not only to improve our business practices, but also maintain our culture, values and vision that have made Promega successful and unique.

Letter from the CEO

Nature perpetuates life into the future through regular cycles: birth, growth, reproduction, death. There are times of transition, quiet times, and times of great activity that can lead to new capabilities and increased survival advantages. These same cycles, the ebb and flow of activity, are apparent in the lives of people, communities, institutions and businesses.

As we continue to grow our business for the first 100 years, we find these cycles a natural part of our work. Examples include the birth of a new cGMP (current good manufacturing practices) facility, growth of our scientific life science technologies, continued support to customers as they reinvent their workflows, and even the demise of molecular tools no longer needed.

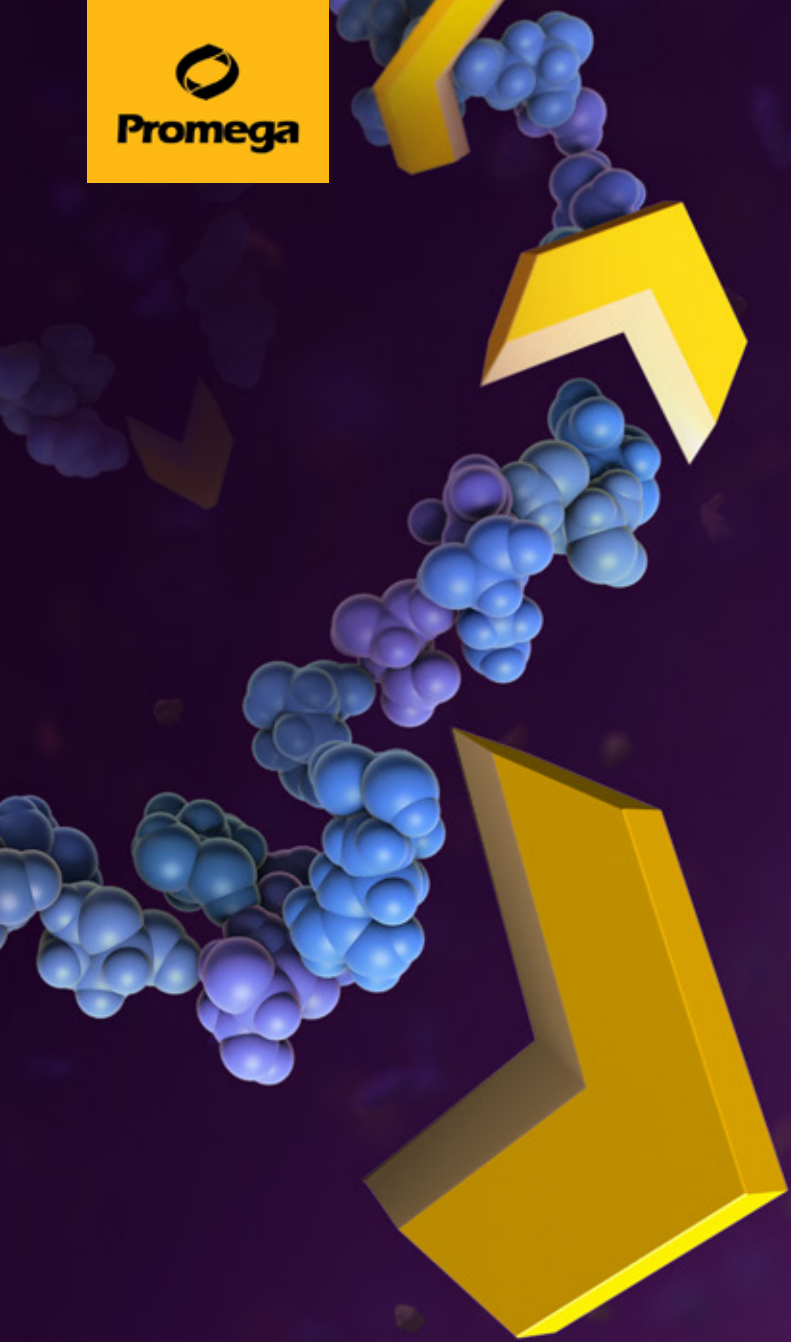


Bill Linton

William A. Linton,
Chairman and CEO

The billion year lessons of nature can provide insights and inspiration for our own lives and our work. Thanks to the artful work of cinematographer Louie Schwartzberg, we can now see the unseen and perhaps learn new ideas to chart our future. This [special time lapse segment*](#) offers a window of wonder and reveals the unseen events of nature, the “mystical moment” in which life is regenerated and the cycles begin again. We hope you find this look at one aspect of nature inspiring in your own work and develop a greater appreciation of the natural communities that support us all.

*Licensed Imagery provided by: Moving Art by Louie Schwartzberg.



Corporate Mind

2013 Corporate Responsibility Report

Artwork: artist's rendering of a protease (yellow) cleaving a protein.

Table of Contents

Corporate Mind

Product Reach

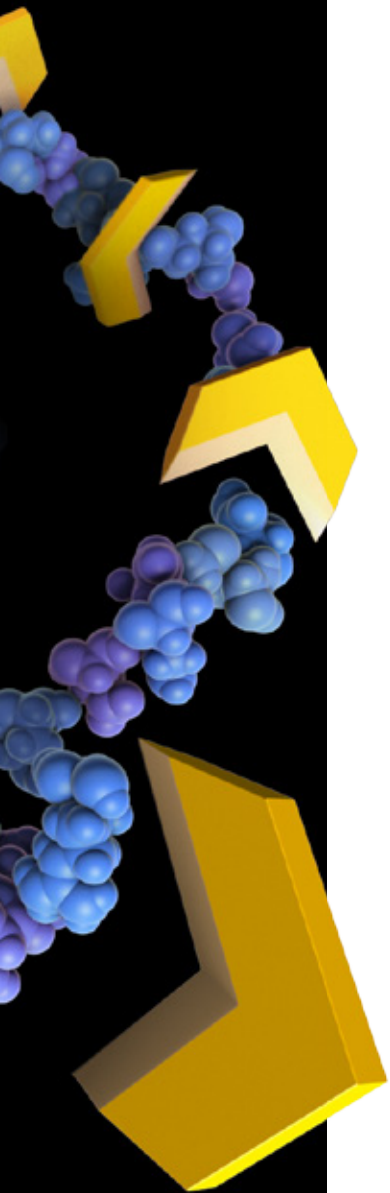
Planet Aware

People Care

Community Touch

Additional Info

Artist's rendering of a protease (yellow) cleaving a protein.



Corporate Mind

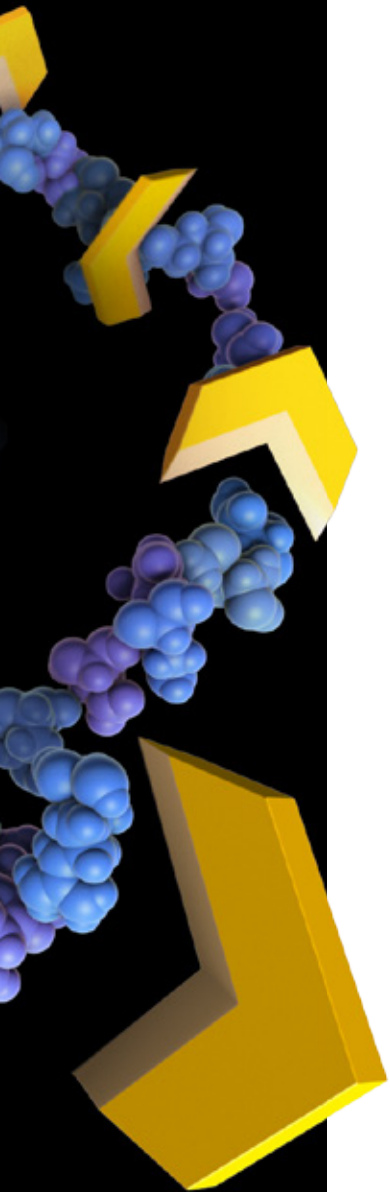
Promega Corporation is a biotechnology leader, providing innovative solutions and technical support to life science researchers and industry. We offer over 3,000 products to enable scientists worldwide to advance knowledge in the fields of genomics, proteomics, cellular analysis, molecular diagnostics and human identification. Founded in 1978, the company is headquartered in Madison, WI, USA, with branches in 15 countries, over 50 global distributors as well as manufacturing branches in San Luis Obispo and Sunnyvale, California, USA; Shanghai, China and Seoul, South Korea. In 2013, revenue grew 9% to 346 million dollars (US), number of employees increased 5%, and our building footprint increased by 37% to over 1 million square feet globally. We have 1,285 full-time positions worldwide, and 49% of our full-time employees are women.



The Feynman Center, above, added 260,000 ft² to Promega's global building footprint.



Our building footprint increased by 37% to over 1 million square feet globally.



Future Investments

Our focus on investing in the future continued in 2013 through scientific innovation and expansion of global capabilities to strengthen the new product pipeline and improve our technical capabilities. These investments are vital for meeting customer needs and generating long-term, sustainable growth of Promega far into the future.

In 2013, investment in research increased 17% over the prior year, resulting in 30 new product offerings in cellular analysis, genetic identity and integrated solutions product lines.



One new product, the ADCC Reporter Bioassay, was recognized by The Scientist and included in its 2013 Top 10 Innovations. This bioassay is “transforming biologics drug development by allowing the biotech industry to more easily and reproducibly characterize mAb biologics”, according to one scientist on the selection committee.

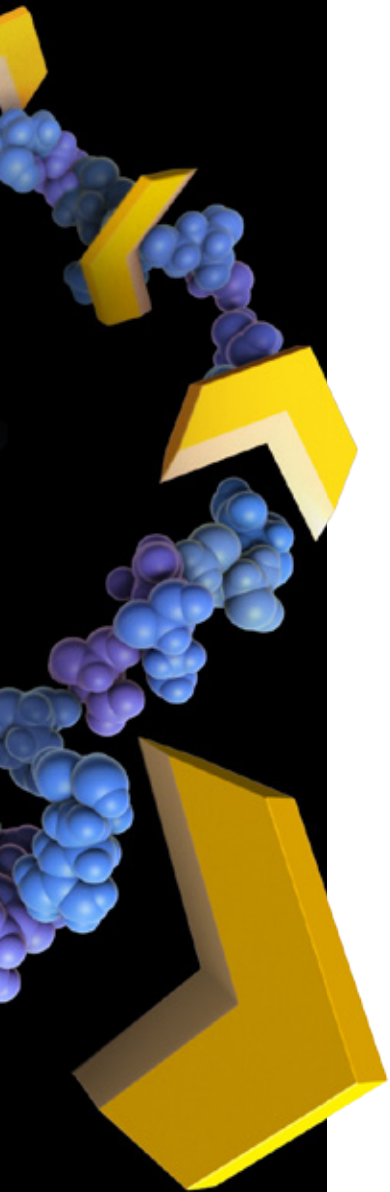
In a rapidly changing world, standing still often means you are moving backwards. At Promega, we are always innovating. We are committed to developing systems, facilities and infrastructure that will create and grow products to meet customer demands in the years to come. In 2013 Promega opened a 260,000 square foot state-of-the-art cGMP facility on the Madison, WI, campus for manufacturing high-quality IVD products. The Feynman Center, named after Nobel Prize winner Richard Feynman, has been designed to inspire his curiosity, love for life and thrill of discovery. In August 2013, operations in South Korea moved into a larger facility to support the growth and needs of the region. In early 2014, an engineering facility in Madison, WI, the da Vinci Building,

In 2013, investment in research increased 17% over the prior year, resulting in 30 new product offerings in cellular analysis, genetic identity and integrated solutions product lines.



Reception Desk. Promega South Korea.

will provide company-wide support for new production equipment and processes. Equipment and spaces in the da Vinci building will allow for design, fabrication and testing of machine components and control systems using state-of-the-art techniques. These new facilities and the continued implementation of SAP globally will enable Promega to meet growing needs of the scientific community.



Corporate Governance

Promega is governed by a Board of Directors and daily operations are led by a Corporate Leadership Team and global Branch Managers. This diverse group brings wide-ranging expertise and unique country experience to management decisions. As the guiding force of the company, these groups are responsible for setting company strategy and providing organizational oversight.

Corporate Values

Promega Corporate Mission Statement. To provide the most innovative biological reagents and integrated systems used in research and applied technology worldwide.

Our Values. In carrying out our mission, we strive to preserve and pursue these core values:

- Honesty, integrity and respect for all employees, customers and suppliers.
- Open access to information for all employees.
- Recognition and reward of achievement through creativity, risk taking, process improvements and innovation.
- Balance of work and life activities.
- Adaptability and flexibility in the workplace.
- Contribution to the advancement of science and to the improvement of life in the world community.

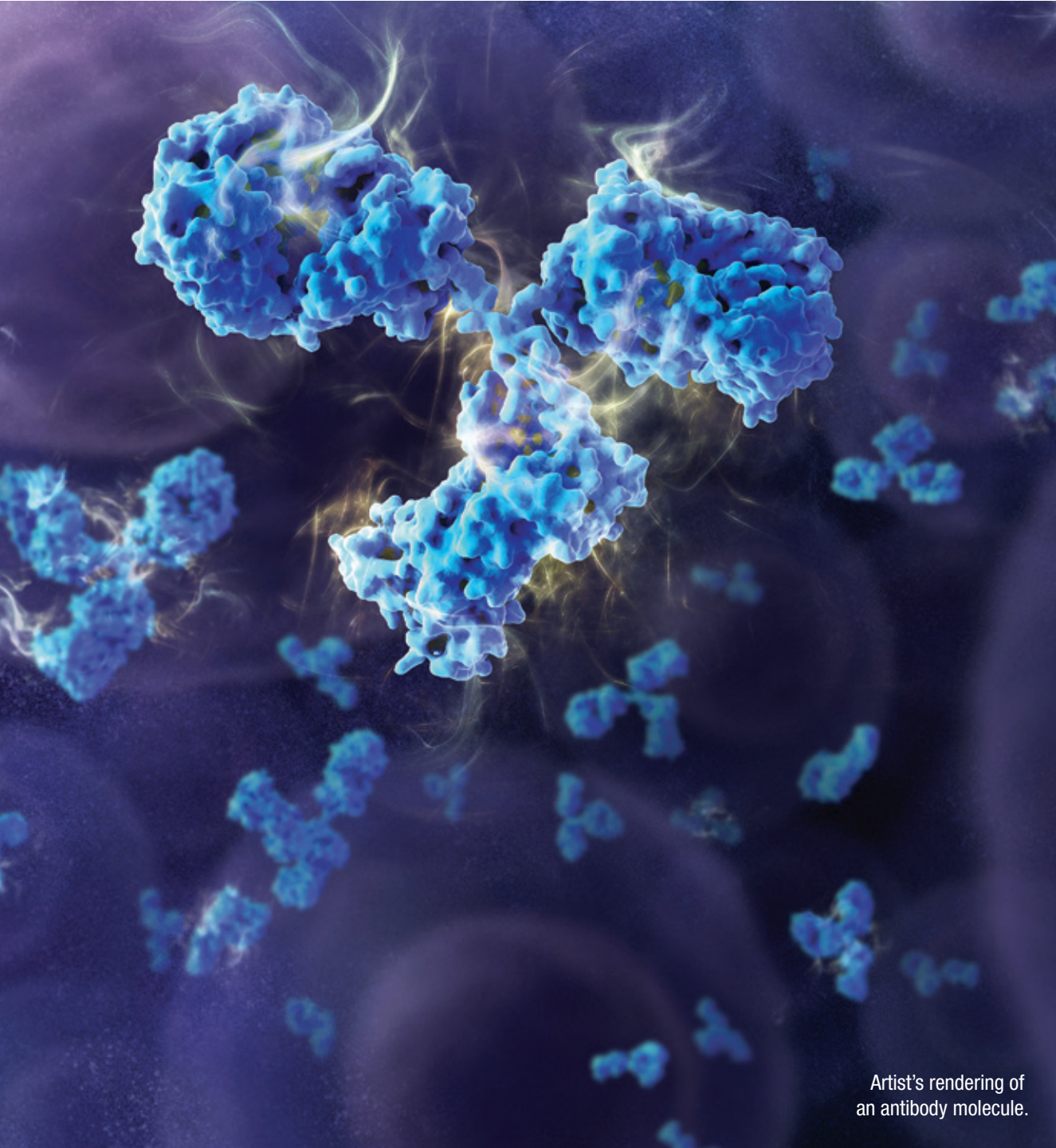
Promega is an equal opportunity employer and richly benefited by the diversity of its workforce. We follow a global code of conduct, and employees are reminded annually of this commitment. This code of conduct is also always available and accessible on the corporate intranet site and can be read in detail there.

Corporate Vision

Promega Corporation is built on a vision where:

- Innovative research tools accelerate scientific discovery.
- Life science research can lead to the cure and prevention of many diseases.
- The work environment nurtures creativity.
- The corporation appreciates and values the contributions of each employee.

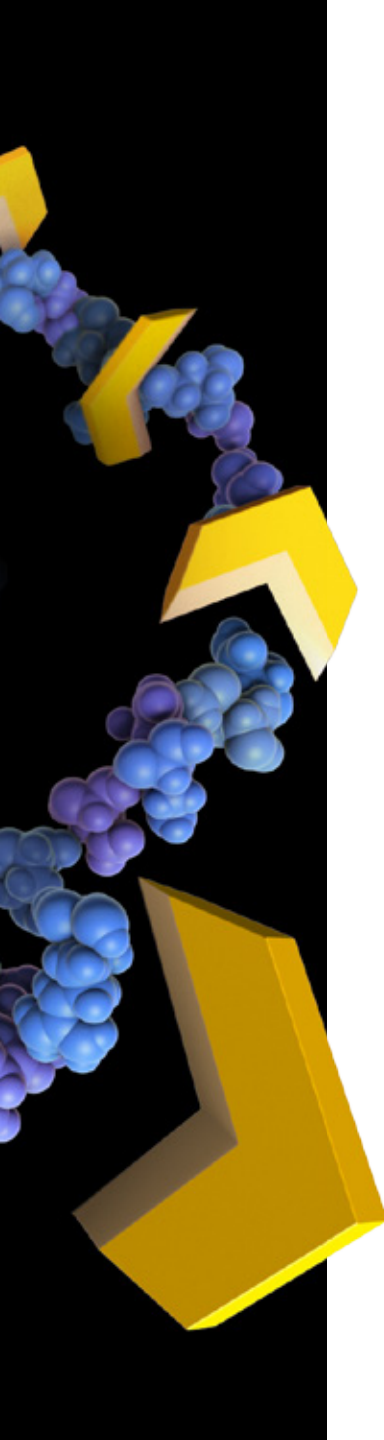




Artist's rendering of an antibody molecule.

Creative Approach

Although meticulous and rational, scientists must also maintain imagination in their work if they are to discover the mysteries of the unknown. In response to the needs of such individualists, we have a long and creative tradition of doing what is best versus what is expected. This independent spirit and determination has led to a number of firsts that continue for Promega in each of its multiple roles as a business, a member of the community and an employer. In an environment where acquisition is the norm, we have maintained independence and instead, forged selective, global partnerships.

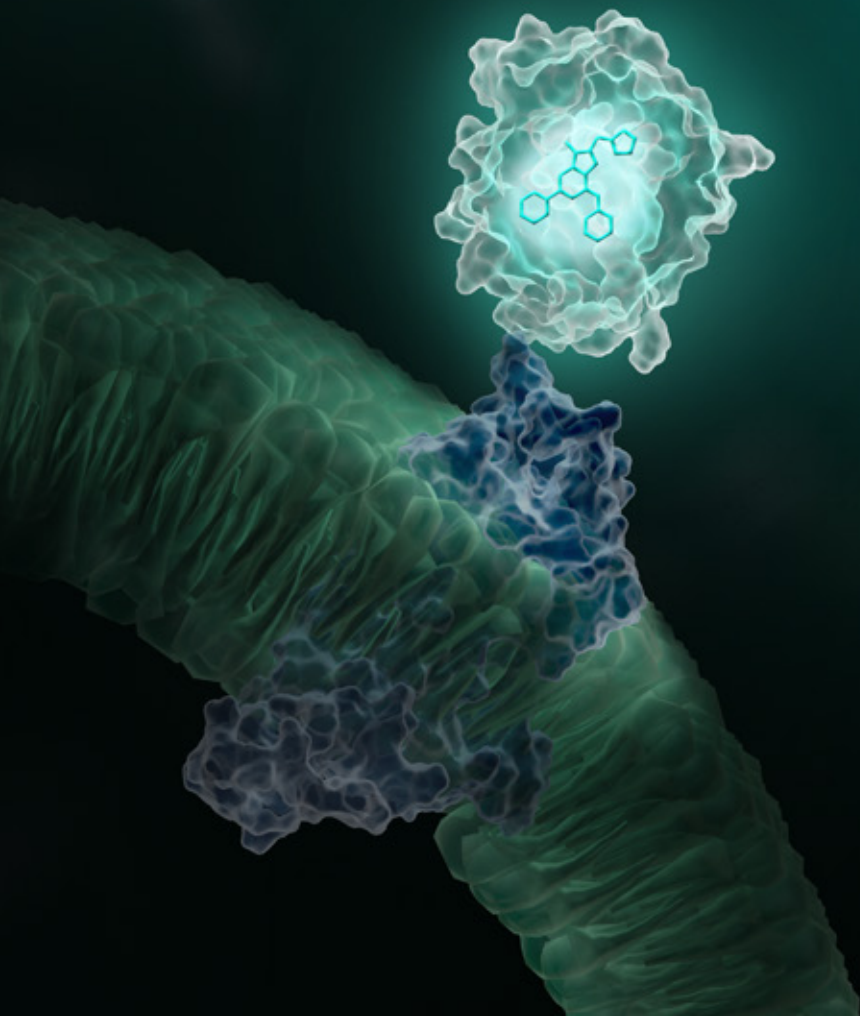


Supply Chain Management

Promega recognizes the effect and importance that our suppliers have in the scope of our corporate responsibility and strives to work with companies that have similar commitments. Over 50% of our suppliers have sustainability or corporate responsibility programs established or in development. We focus on sourcing from local suppliers to support local communities and reduce effects from shipping. Currently 49% of suppliers are based within 250 miles or our corporate headquarters.

In the coming year, Promega will update qualification and selection processes and communications shared with our suppliers to align with our principles of sustainability and corporate responsibility.

Promega values suppliers of goods and services that adhere to the highest social, ethical and environmental standards.



Product Reach

2013 Corporate Responsibility Report

Artist's rendering of luciferin substrate binding to NanoLuc® Luciferase.

Product Reach

“ We take great pride in producing novel scientific tools and reagents of high-quality and performance that allow scientists and clinicians all over the world to make breakthrough discoveries that impact both basic and applied areas of research and development. ”

— Marty Rosenberg, Senior Vice President, Chief Scientific Officer

Supporting Good Science

When the first restriction endonucleases cleaved DNA at discrete sequences were isolated, researchers realized that they could now freely manipulate DNA and create predictable recombinant molecules. The biotechnology era became reality. Promega realized that providing pre-isolated, high-quality restriction enzymes to researchers would support their scientific inquiries by allowing them to focus on their research questions and not the tedium of preparing their own restriction enzymes.

By continuing to provide high-quality reliable “tool kits”, we continue to give researchers more freedom to focus on specific questions at the leading edge of scientific discovery or clinical practice. The end result is better science, using better tools, for faster answers.

These tools have expanded greatly from DNA modifying and cloning enzymes to reagents and systems for proteomics, cellular analysis, drug discovery and forensics and even instruments for measuring results or isolating molecules. Scientists cite use of Promega products in thousands of research, applied and translational peer-reviewed publications each year. Furthermore our scientists collaborate with their peers in academia, industry and government laboratories to develop novel research tools, protocols and technology platforms. Our products support many life science research areas and industries including: pharmaceutical and



biotechnology industries, forensics and paternity research, clinical and molecular diagnostics, applied biotechnology and age agriculture, and academic and government basic research.

Scientists cite use of Promega products in thousands of research, applied and translational peer-reviewed publications each year.

Pharmaceutical and Biotechnology Industries

Pharmaceutical and biotechnology industries thrive on success. Scientists in the pharmaceutical sector need reliable assays and reagents that allow them to query hundreds of thousands of test compounds at a time. They need assay technologies that yield reliable data and predict outcomes in vivo so that “false hits” and late development failures are minimized. Scientists in the biotechnology sector need better analytical and functional tools to characterize large molecule “biologics” drugs. Promega serves customers in both of these segments by continually developing and improving our technology platforms, including our luciferase chemistries that are the foundation of biochemical and cell-based assays. Such assays can be reliably miniaturized when throughput is critical, and they are reliable when low variability and assay-to-assay performance are critical. Either way, these assays still yield the same high-quality results that are seen in the hands of the basic researcher.

Forensics and Paternity Laboratories

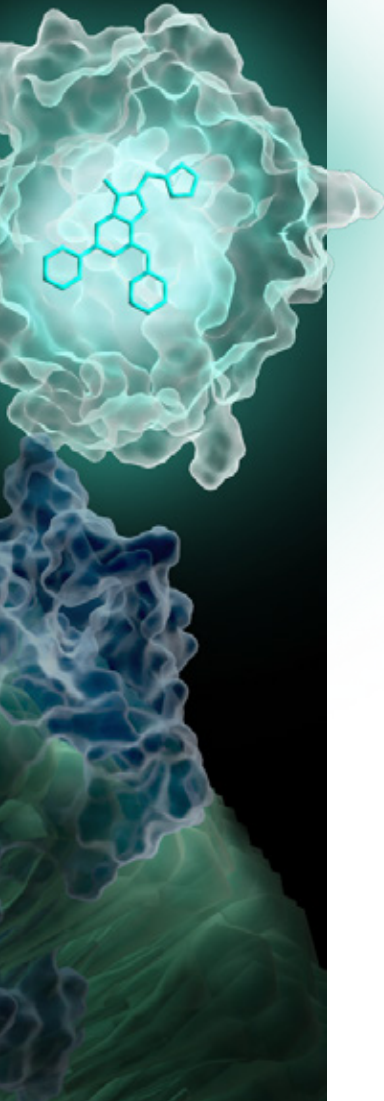
Forensics and paternity laboratories deal with tremendous caseloads and tight turnaround times, so for them throughput is critical, as are reliable results. Additionally, they often need to work with unusual or difficult samples that are limited. These researchers and technicians need to know that they will get the maximum results from their valuable sample inputs. Maximizing DNA and RNA yields, flexible bench-top automation and qualified reagents that are contaminant free are critical for these for forensics laboratories if they are to succeed with projects like identifying a mummy buried in the 17th century or isolating DNA to identify a body recovered in a shark.

Using the Latest DNA Analysis Technology to Explore History.

In the 17th century, during the Thirty Years’ War that ravaged central Europe, an area in the south east of Switzerland known today as Grisons or Graubünden was strategically important because of its Alpine passes to and from Italy. One of the political leaders, fighters and powerful figures to emerge from this period was Jörg Jenatsch, who is credited with securing the independence of Graubünden. However in 1639 he was assassinated in Chur during Carnival, and his body, complete with bloody clothing, was quickly buried in Chur Cathedral, Graubünden’s capital. A body presumed to be that of Jörg Jenatsch



The Cathedral of Saint Mary of the Assumption. Located in Chur, Graubünden, Switzerland



was exhumed from Chur Cathedral in 1959 by the anthropologist Erik Hug, who identified the skeletal remains based on the clothes buried with it and examination of the skull, which indicated there had been a blow to the head.



Dr. Cordula Haas. ©Bündner Tagblatt Sabine-Claudia Nold.

If this circumstantial evidence could be combined with DNA evidence, a more definitive identification of the remains could be made, giving support to some of the history of this famous figure. To identify the remains as those of Jörg Jenatsch several

things would be required: Reference DNA samples from living descendants, access to original material for DNA analysis, and a researcher committed to performing the careful forensic analysis. Three living male descendants of Jenatsch's great grandfather were identified and provided reference DNA. Subsequently the skeleton was re-exhumed for collection of bone sample material in 2012.

Dr. Cordula Haas, Zürich Institute for Legal Medicine, led a team that worked to identify the 400-year-old bones based on Y-chromosome DNA analyses using the PowerPlex® Y23 System. The Y-SNP analysis provided exact matches at the loci tested, but those matches alone were not enough to confirm the identity of the remains. Y-STR analysis produced 3 mismatches compared to the reference DNAs. Likelihood analysis indicated that the remains in the gravesite at Chur Cathedral are 20 times more likely to be those of Jörg Jenatsch than those of some other random person.

DNA Identification of Human Remains Obtained from a Tiger Shark.

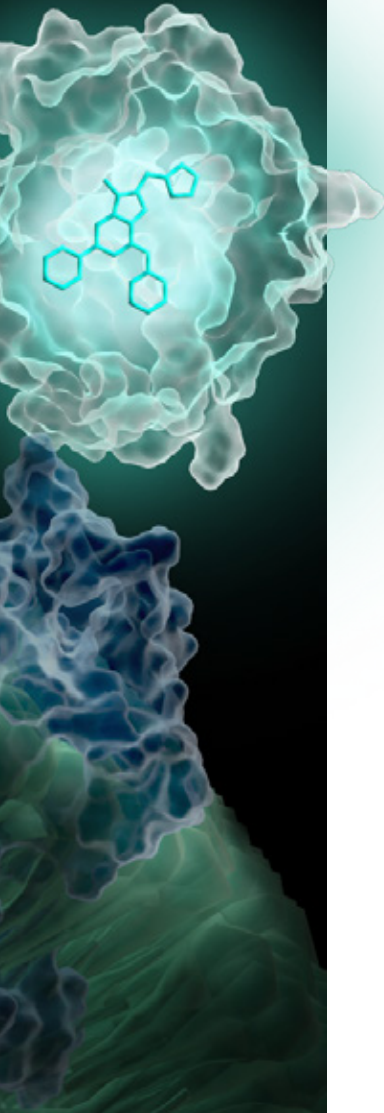
While on deep sea fishing trip off the coast of the Bahamas, a vacationing angler made a gruesome catch: A tiger shark that contained a human leg. He immediately reported his finding to the Royal Bahamas Defense Force who transported the shark to an area for further investigation. In collaboration with the Royal Bahamas Police Force (RBPF), they removed the human remains from the shark and began analysis to identify the victim. The RBPF suspected



The tiger shark caught off the coast of New Providence, Bahamas. Photo courtesy of the scene of crime officers, Royal Bahamas Police Force.

the victim was one of two friends reported missing from a boat after their engine quit and they had tried to swim ashore. Positive identification was not possible without DNA analysis. Reference samples were obtained from living relatives of the two missing persons, and the PowerPlex® 16 System for STR analysis was used to compare the reference samples with the remains found in the tiger shark. DNA

from one of the reference samples suggested maternity, providing a presumptive identification of the remains and bringing some closure to this missing persons case.



Clinical and Molecular Diagnostics Laboratories

Clinical and molecular diagnostics laboratories need accuracy, 100% reliability and speed. These laboratories often face limited sample availability, so nucleic acid or protein isolations must work well the first time, and results must be unfailingly accurate. We support these laboratories with high-quality reagents and systems that are manufactured under the highest quality standards and rigorously tested.

Applied Biotechnology and Agriculture

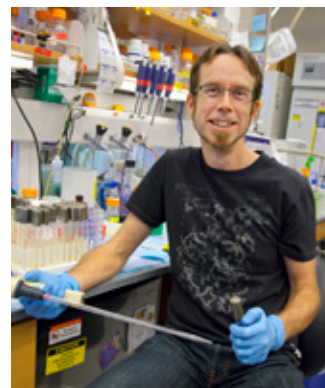
Applied biotechnology, which includes food safety testing and water purification, and agriculture are becoming increasingly molecular in analysis. As food processing plants look for more sensitive ways to detect the presence of contaminants quickly, they are turning to ATP- and PCR-based assays and methods rather than slower culture-based methods.

Government and Academic Research Laboratories

Basic researchers, whether in academic laboratories or government research centers, remain a significant customer segment for Promega. These researchers are often the early adopters of new technologies or platforms that later become miniaturized or automated for use in more commercial settings. One powerful example of the willingness of academic researchers to adopt new technologies to develop powerful ways of exploring fundamental biological questions is illustrated by the work from the laboratory of Dr. Andrew Mehle at the University of Wisconsin in Madison, WI, USA, to study influenza.

Learning about Influenza in Real-Time. Influenza left its mark with the pandemic of 1918, taking the lives of ~50 million people, three percent of the world's population at the time. Today, vaccines targeted against the virus responsible for influenza are effective at preventing widespread infection, but the flu remains a major public health threat, killing as many as 500,000 people per year. Developing effective vaccines and drugs against influenza requires a better understanding of how the virus works.

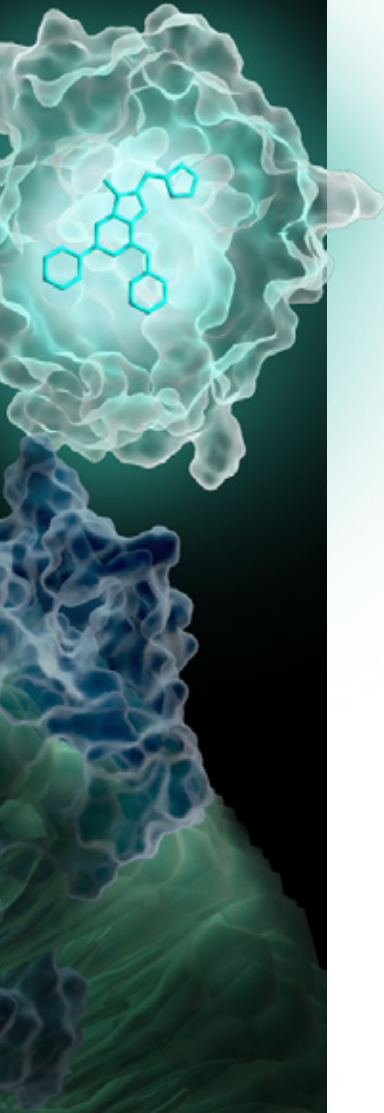
One approach is to study the behavior of the virus in mice. Scientists can infect the lungs of mice with a luminescent, or glowing, version of influenza, and using a powerful technique called bioluminescence imaging can see the virus in real time,



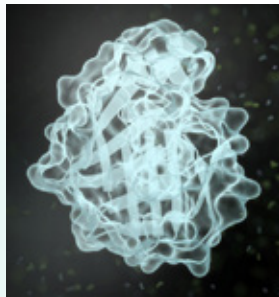
Dr. Andrew Mehle from the University of Wisconsin-Madison.

making it possible to watch the virus as it infects the lungs of live mice and monitor the impact of potential therapies on the infection process.

Dr. Andrew Mehle and colleagues at the University of Wisconsin recently modified the influenza virus with the small NanoLuc[®] luciferase gene that doesn't affect the behavior of the virus. The luciferase protein also gives off an extremely bright signal. This provided Mehle the necessary sensitivity to detect and study the virus much earlier in the infection process than was previously possible.



Mehle's results, published in the December 2013 issue of the *Journal of Virology*, suggest that the use of NanoLuc®



3D model of NanoLuc™ Luciferase.

luciferase and bioluminescence imaging in mice will become an invaluable research tool for studying the properties of influenza and other emerging viruses that pose a threat to public health.

Investments for the Future

To sustain our contribution to scientific exploration and application, we will continue to invest in the development and discovery of new technologies. In 2013, we invested over \$39 million (US) in research and development and filed 49 new patent applications. Because of sustained global investment in research and development, we have an extensive intellectual property portfolio.

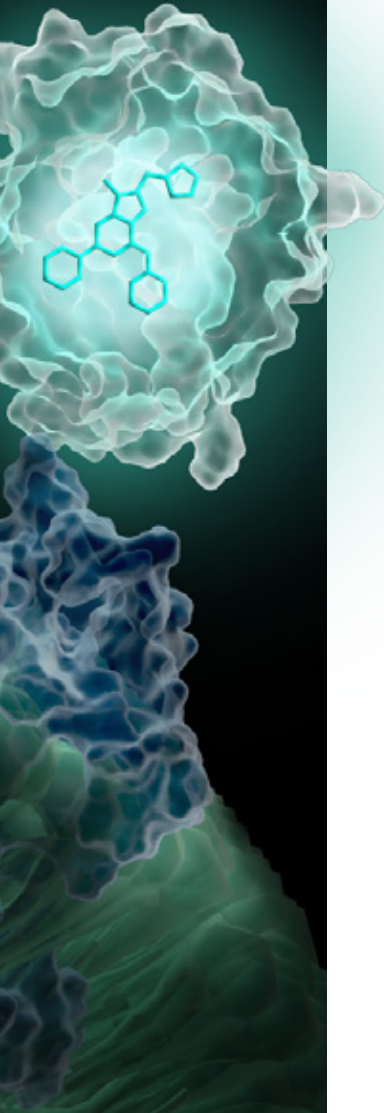
We also work with academic institutions and other entities to license and develop promising technologies. As a member of the Wisconsin Alumni Research Foundation Research Tool Subscription Program, we have the opportunity to take a first look at new technologies from the university.

Patents (Issued and Pending Applications)	
Cellular Analysis	364
Genomics	99
Genetic Identity and Other	85
Proteomics	31
Total	579

Quality Process and Product

Promega Madison was first certified to international standards for quality management systems in 1998 and, along with the European distribution headquarters, is currently certified to the ISO13485 standard, required for the development, manufacture, testing and delivery of medical devices around the world. Currently 15 Promega locations meet various ISO standards.

We take great pride in the products we produce and in ensuring that our customers receive safety data as well as comprehensive technical data sheets on the use of Promega products. A high level of integrity is applied in all product claims and product use information as the incident table below demonstrates.



cGMP Manufacturing Facility

Promega Corporation has completed construction on a state-of-the-art 260,000 ft² facility, designed to serve customers in need of molecular biology reagents for in vitro diagnostic (IVD) assays. As a manufacturing facility built to handle regulated products, the Feynman Center meets strict design and regulatory requirements. The manufacturing area of the Feynman Center also allows both growth of cGMP manufacturing and accommodates flexible manufacturing to meet specific customer needs. The building includes both fixed and flexible manufacturing spaces, with manufacturing suites that can be easily enlarged or reconfigured to meet specific client needs. State-of-the art construction elements include failsafe redundancies to ensure uninterrupted power and dedicated, purified water for production ensure highest quality manufacturing processes.

However, the Feynman Center bypasses the mold of a traditional manufacturing facility, assimilating detailed design and aspects of the outside world to convey a sense of warmth, passion for discovery and a vision for the future.

Product Responsibility and Noncompliance	2013
Incidents regarding product health and safety codes	0
Incidents regarding product information and labeling	0
Incidents with marketing communication regulations	0
Breaches of customer privacy and loss of customer data	0
Incidents concerning provision and use of products or services	0



Dispensing lab (Feynman Center).



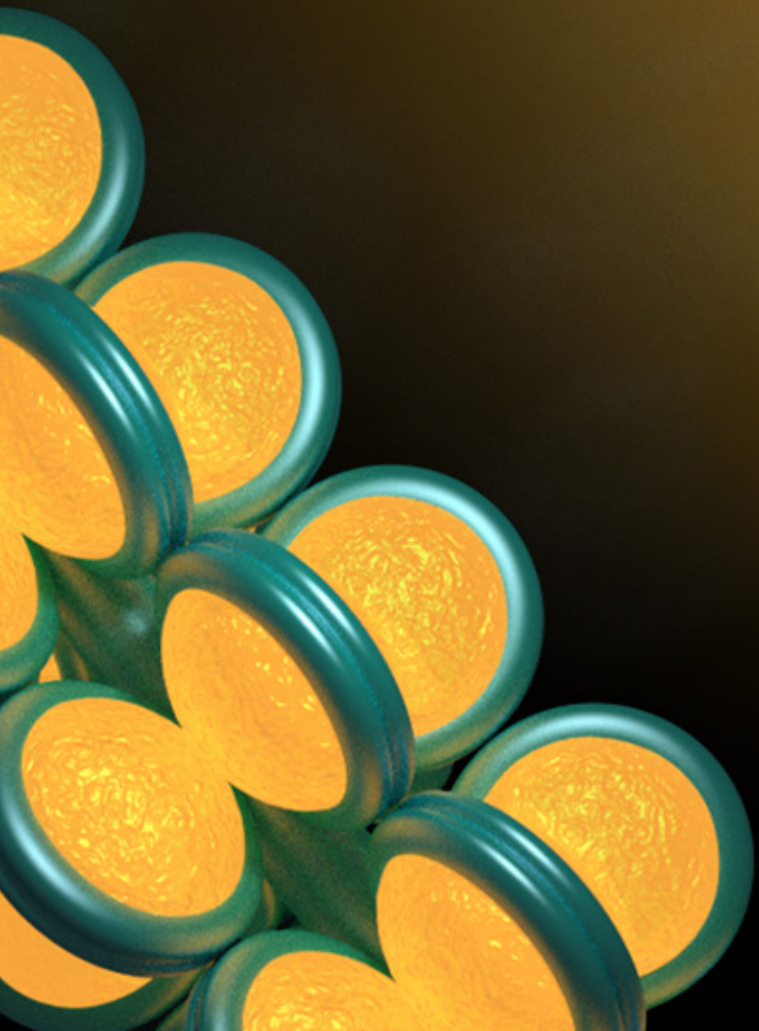
Feynman Parking Lot Artwork.



The Promega Feynman cGMP Manufacturing Center.

“We wanted the capabilities of the Feynman Center to not only meet today’s regulations and capacity for flexibility, but also anticipate what’s to come and continue to serve the latest applications of molecular tools.”

—Bill Linton, CEO



Planet Aware

2013 Corporate Responsibility Report

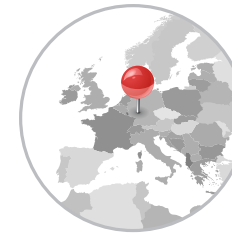
Artwork: artist's rendering of histone molecules.

Artist's rendering of histone molecules.



Planet Aware

“ We aim for value in our lives, connecting people and nature, and to be active participants in the cycles of life we are in. Our future and heritage depend on how well we integrate with these cycles, privately and in business.” —Peter Quick, General Manager Promega Germany



Promega has a long history of focusing on growth to provide opportunities to make a positive impact in the world. An emphasis of the last few years has been to assure a foundation that will allow growth for many years into the future. As a result, operations in China, South Korea and the United States, specifically the states of California and Wisconsin, have expanded. In 2013, we celebrated the opening of our largest facility, the Feynman Center. All new facilities are designed to minimize environmental impact



Corridor in Shanghai's new building.

and incorporate some of the efficiencies seen in nature by using geothermal heating and cooling, solar water heating, use of natural light, and air filtration from plants. Additional expansion plans continue at corporate headquarters and branches around the world. We knew when setting the 2014 environmental goals that these expansion plans would make achievement challenging. Yet some goals are so worthy that even partial achievement is outstanding.

Even with expansion, our carbon footprint has been reduced by 7% since 2010 as indexed to revenue. This achievement results from the ongoing focus to improve company-wide operational efficiencies and increased awareness of our environmental impact. Our journey toward sustainability incorporates all aspects of our business and requires employees to make more environmentally conscious decisions on a daily basis. We are continually evaluating ways to use our growth to adopt more sustainable techniques and improve our efficiency.





“Thoughtful consideration of environmental impacts are integrated in design of Promega buildings by incorporating some of the efficiencies in nature.”



Responding to Climate Change

Global leaders are calling for reduction in greenhouse gas emissions. We support the move to limit anthropogenic greenhouse gas emissions with our internal goal to reduce emissions by 10% by 2014 as indexed to revenue. We actively track contributions to climate change from all operations globally. We take into account direct (scope 1) emissions from fuel combustion, (scope 2) emissions from purchased electricity, and indirect (scope 3) emissions from business travel, outgoing distribution, water and paper usage.

Although we have seen an increase in emissions since 2012 from new facilities, our greenhouse gas emissions have decreased 20% as indexed to building footprint since 2008.

Although we have seen an increase in emissions since 2012 from new facilities our greenhouse gas emissions have decreased 20% as indexed to building footprint since 2008.

Energy Consumption

Emissions from energy generation are the largest contributor to our carbon footprint, accounting for 70% of total emissions. Energy is a focus as we look for opportunities to improve efficiency when building new facilities and improving existing operations. We encourage every employee to minimize energy consumption on a daily basis.

Minimizing Electricity Usage and Emissions. We strive to reduce impacts from energy consumption using a two-pronged approach. First, we focus on reducing actual energy usage through

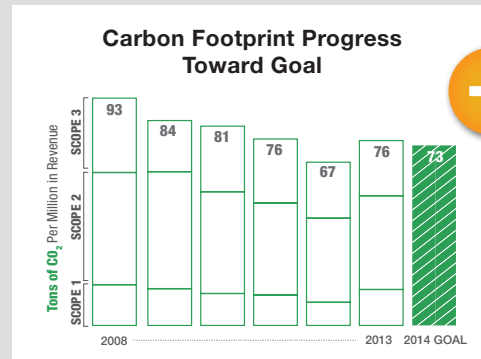


Figure 1. Status toward 2014 greenhouse gas emissions reduction goal. Increase in 2013 is related to new facilities.

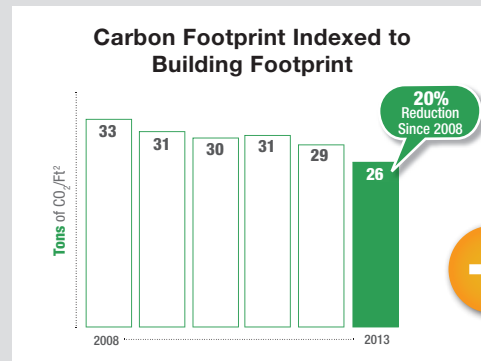


Figure 2. Greenhouse gas emissions as indexed to building footprint.



improved efficiencies in our facilities. Second, we generate electricity from rooftop solar panels or purchase it from renewable sources.

While new facilities incorporate energy-minimizing systems, we still see growth in electricity usage as a result of expansion. Our facilities worldwide implemented the following improvements in 2013 to reduce actual electricity usage:

- Promega Biotech Ibérica retrofitted office lighting with LEDs that will reduce energy usage by over 50% while providing a better working environment for employees. The old lighting was donated to a training center at a local church in need.
- Promega Biosciences in San Luis Obispo, CA, installed motion sensors in labs, office spaces and restrooms. In addition, more energy efficient lights were installed in manufacturing spaces.



Promega France installed film on glass windows to reduce heat and energy losses and added motion detectors to lights in restrooms.

Initiatives to reduce future consumption:

- Computer power management software is being implemented in all Promega locations. This will allow us to reduce energy consumption during off-peak hours and track energy consumption of desktops and monitors.
- Adding a building automation system across all primary buildings at our corporate headquarters will allow us to intelligently

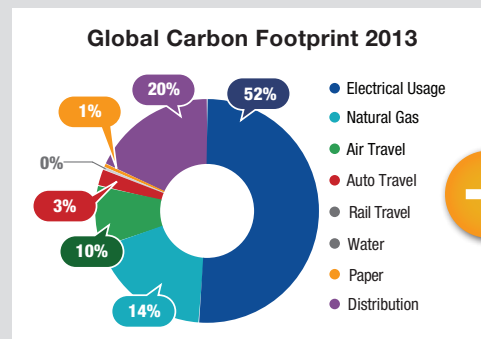


Figure 3. Key contributors to the Promega carbon footprint.

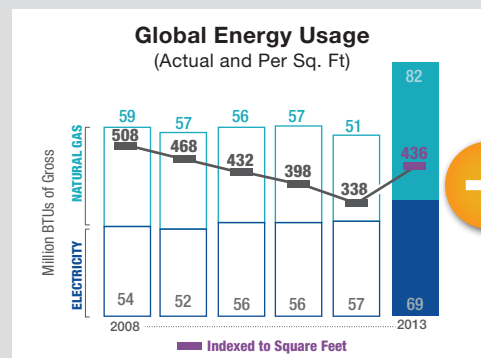


Figure 4. Global energy composition and usage indexed to building footprint. Increase in 2013 is related to new facilities.

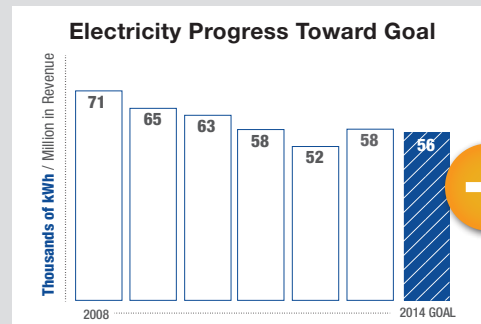


Figure 5. Status toward 2014 electricity goal.



control mechanical equipment and lighting to eliminate wasted energy.

We recognize that using renewable energy eliminates greenhouse gas emissions that otherwise would have been emitted during energy production.

- Branch locations throughout the world continue to switch to 100% renewable energy sources:
 - ❖ Promega GmbH since August 2013
 - ❖ Promega Euro Hub in Mannheim, Germany, since September 2011
 - ❖ The Euro Hub was the largest purchaser of renewable energy in 2013
 - ❖ Promega Brazil in Sao Paulo since opening in 2011
 - ❖ Promega Italia in Milan since November 2010
 - ❖ Promega Biotech Ibérica in Alcobendas, Spain, since 2008
 - ❖ Promega Biotech AB in Stockholm, Sweden, since opening in 2007



Use of renewable energy has increased 16-fold since founding our program in 2008.



Solar arrays on the Da Vinci building to be opened in 2014.

- The Aviation Operations building in Madison, Wisconsin, has over 250 solar panels generating over 260,000 kWh since installation, preventing over 220 tons of CO2 from being generated. To see the current production of this system, please visit this [live dashboard](#).
 - ❖ Any additional energy needs at this facility come from 100% renewable energy sources.

We are committed to investing in training specifically related to energy efficiency and renewable energy. A number of facilities specialists at our headquarters have been trained in energy efficiency through the Wisconsin, USA, program Focus on Energy, and help lead efforts to identify opportunities for improvements.

Heating Promega, Not the Planet. Natural gas is used primarily at our manufacturing sites for heating and produc-



tion-related processes, and some branch offices use natural gas for heating. Natural gas is our largest source of direct-air emissions and second in overall emissions for Promega.

While thoughtful design has minimized the increased demand, we are still seeing additional consumption from new facilities. At our Madison, WI campus, unusually cold weather increased heating demand in 2013, and had a significant impact on usage. Improvements at international branches are helping offset effects of expansion:

- Promega France reduced natural gas usage by nearly 30% by adding a new heat pump in 2012.
- Promega AB in Sweden added an ethanol-burning heater in October 2013 to supplement heating with renewable fuel.



We are evaluating further upgrades and enhancement to our heating equipment to reduce effects from natural gas use. Direct-air emissions are monitored from combustion of fuel purchased for heating and emergency generators in North America. All of these emissions are below threshold levels set by local and federal organizations. We continue to evaluate options to further reduce direct emissions globally.

To minimize heating requirements and related emissions, we use geothermal wells and solar water heaters in many facilities. We also have incorporated heat capture technologies in our new Feynman Center to repurpose heat generated from other operations.

Natural Gas Progress Toward Goal

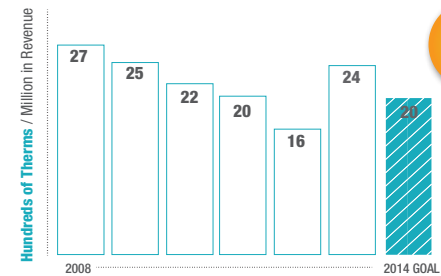


Figure 6. Natural gas usage as indexed to revenue compared to 2014 goal. Increase in 2013 is related to new facilities.

Tracking and Reducing Impacts from Product Distribution



In 2013, Promega was recognized by Genomic Health for Supplier Excellence.

We invest great effort to ensure that our products get to customers quickly and safely. We focus on reducing air emissions by using more efficient modes of transport when possible and decreasing the weight of packaging materials. Because of product requirements for temperature regulation and customer expectations, about 90% of our shipments are sent via air. Our logistics teams

continue to be committed to finding ways to reduce emissions from distribution while assuring the same high level of service to our customers.

To understand the indirect emissions from outgoing shipments, data were collected from Promega-owned global distribution hubs on weight, distance and mode of transportation in 2013. In previous years where data were unavailable, emissions related to outgoing logistics have been estimated according to revenue growth.

Efficient Product Delivery with Our Helix™ On-Site Stocking System.

Our state-of-the-art, on-site inventory management system, Helix™, further reduces emissions from distribution. The Helix™ program uses time-tested RFID technology that tracks product use in real time, resulting in less frequent bulk replenishment shipments. This automated inventory management system ensures that customers have uninterrupted access to supplies while reducing the impact on our planet.



“ We recognize that our customers are inherently aware of the interconnectivity of all our actions. They know that the world is an ever increasingly smaller place. It is a closed system. What we do impacts everyone, everywhere. Our global logistics teams are mindful of this as we work to create value, deliver our products on time, and leave a gentler impact on world around us. ”

—Ralph Titus, Director, Global Logistics, Madison, WI, USA



Planting seedlings as part of the Uchindile Mapanda Reforestation Project.

In addition, Promega purchases carbon credits to offset the greenhouse gas emissions from energy use of all Helix™ units as well as emissions from initial unit shipment and product distribution through this stocking system.

In 2013, Helix offset over 640 tons of emissions worldwide by supporting the following projects:

- Nez Perce Reforestation Project in Idaho, USA
- Uchindile Mapanda Reforestation in Tanzania (shown right)

To see more information and learn how to participate, please visit: www.promega.com/helix

In 2013, Helix offset 640 tons of emissions worldwide.



Reducing Impacts from Business Travel

As a global company, travel is essential to building strong customer relations and general business operations. Reducing travel to customer sites is difficult, but with the availability of video conferencing, Promega is working to reduce our travel emissions. Business travel via air, automobile and rail make up just over 10% of our current carbon footprint.

Air Travel. Emissions from air travel have increased the last few years as a result of emphasis on building stronger connections with customers and collaborators as well as support of global operational initiatives. Efforts are made to use the most fuel efficient mode, which includes use of rail travel where possible because of its efficiency. Since 2010, we have seen a 5% reduction globally in travel emissions as indexed to revenue and significantly more at specific branch locations.

Location	Emission Reduction
Promega Australia	-50%
Promega Biotech Ibérica (Spain)	-46%
Promega Beijing	-34%
Promega KK (Japan)	-19%

Table 2. Promega sales branches showing the largest emissions reduction from business travel since 2008.

Automobile Travel. To reduce environmental impacts of automobile travel, we actively look for more fuel-efficient vehicles. Promega Benelux, Promega UK, Promega Italia, Promega AG in Switzerland and Promega KK in Japan have moved to a more efficient and ecologically sound fleet. Since 2008, our global automobile fuel efficiency has improved by 10%. In the United States, enrollment in the Emkay GoGreen fleet program enables increased use of

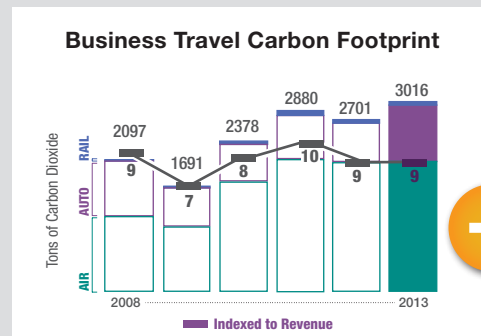


Figure 7. Sources of gross travel emissions and emissions indexed to revenue. Increase in 2013 is related to new facilities.





high-efficiency vehicles and plants trees each year to offset any unavoidable greenhouse gas emissions generated from Promega fleet travel in the United States.

Since our enrollment in 2009, we have offset over 1,600 tons of CO₂ by planting trees through the Emkay program.

To reduce the environmental impact of employee commuting, alternate transportation programs have been implemented in a number of locations worldwide. The goal is to encourage use of public



transportation, ridesharing or biking to work. By installing electric vehicle charging stations in parking garages in the new Feynman Center, we encourage adoption of electric vehicles. Furthermore, we are evaluating expansion of the program to other locations.

All buildings at corporate headquarters in Madison have bicycles for employees to use and resources to support cyclists such as pumps and bike repair kits. Many locations worldwide have similar programs in place. Promega Biosciences in California and Promega UK have expanded their programs to encourage cycling or alternative transportation use by employees.



Automobile Travel Carbon Footprint

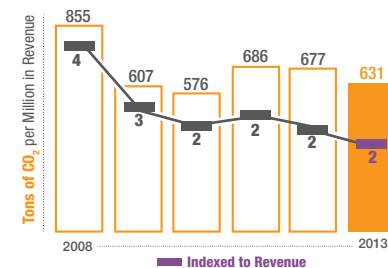


Figure 8. Net emissions from automobile travel and indexed to revenue.





Preserving Natural Capital

Minimizing Waste

Since founding our sustainability program, we now recycle more than we send to the landfill thanks to increased employee awareness, better recycling programs and detailed evaluation of waste streams. Since 2008, overall recycling levels have increased by 45%. Employees are continually reminded of the mantra “Reduce, Reuse, Recycle” and have championed this effort through recycling at all locations and composting at some sites.



The continuing success of our pipette tip box recycling program diverts over 4,700 pounds from the landfills, roughly 20,000 pipette tip boxes annually. Segregating the trays from our automated Maxwell® Instrument also recycled over 750 pounds, roughly 23,000 trays in 2013. Even in the construction of the Feynman Center, we focused on minimizing waste and recycled 93% of construction waste.

Since 2008, overall recycling levels have increased by 45%.

Promega encourages reuse by providing tumblers to all employees worldwide and using metal utensils in cafeterias and kitchenettes. Compostable and recyclable takeout containers have replaced polystyrene materials.

- Promega BioSystems in Sunnyvale, CA, has helped pilot an innovative composting program in their community and seen

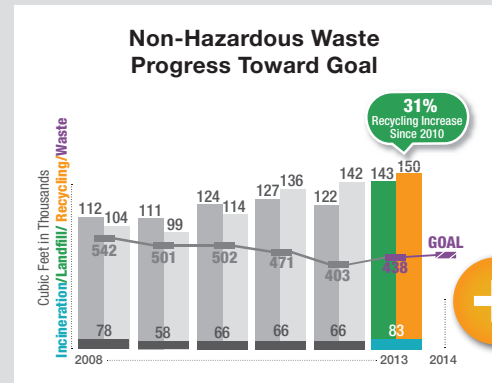


Figure 9. Composition of non-hazardous solid waste and progress toward 2014 goal.





waste reduced by 80% through comprehensive recycling and composting. In 2013, hand dryers were installed to eliminate waste and paper towel consumption.

- Promega France focuses on reducing waste from purchase vendors and outgoing products where, as a Recylum member, they ensure that all electrical equipment sold can be recycled free of charge at end of life.



“ Sustainability for Manufacturing Operations takes many forms beyond the typical considerations of waste stream, manufacturing, packaging and logistics. Our philosophy also includes focus on refurbishing existing and repurposing used equipment where possible. This is one way we are good stewards of the environment at a time when society in general has migrated toward a disposable mentality.”

—Chuck York, Vice President Manufacturing Operations

Managing Hazardous and Infectious Wastes. Being in the biotech industry, manufacturing processes often require work with potentially hazardous substances. We understand the responsibility that comes with the use of these products as well as the obligation to reduce waste and ensure proper disposal. We strive to use less hazardous materials and chose the most environmentally responsible disposal method. Promega Biosciences has partnered with a hazardous waste handler where 90% of waste is treated for reuse, reused as fuel or recycled.

Global Hazardous Waste per Revenue

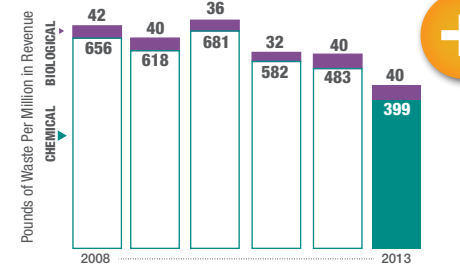


Figure 10. Hazardous wastes as indexed to revenue.



Previously this waste was just being incinerated. Promega Biosciences has been recognized locally for voluntarily efforts to reduce pollution, improve resource conservation and sustainability.

We recognize the value of absolute reduction in our waste stream and continue to regularly analyze hazardous waste reduction opportunities.

Promega Biosciences has partnered with a hazardous waste handler where 90% of waste is treated for reuse, reused as fuel or recycled.

Water Conservation

Clean water is a vital yet scarce resource and billions of people worldwide go without it every day. Many Promega locations globally incorporate design features to conserve and insure proper disposal of water. Our offices in Sydney, Australia, use rain water collected for cleaning, flushing toilets



and irrigating plants.

Similarly, our Madison-based global headquarters building collects rain-water and uses rain gardens for natural filtration.



Rain gardens in the prairie swale at Promega headquarters.

Promega actively measures water usage and evaluates initiatives to save water in activities from manufacturing, landscaping and daily office activity. Water usage is a challenge with new facilities that mean greater demand, but in exist-

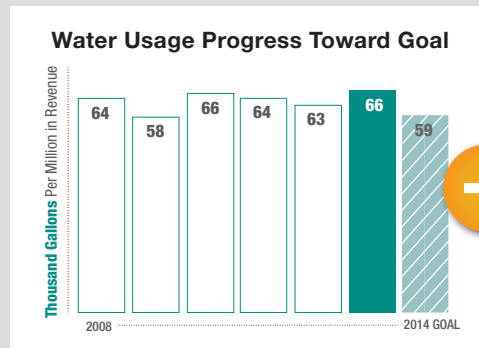


Figure 11. Waste usage indexed to revenue and progress toward 2014 target.



ing buildings, we saw water usage reduced by 40% in 2013, saving 3.5 million gallons over 2012 levels.

In existing buildings, we saw water usage reduced by 40% in 2013, saving 3.5 million gallons over 2012 levels.

Our new Feynman Center incorporates greywater flushing in restrooms and bioretention ponds to minimize impacts from water usage and stormwater runoff. Promega Biosciences is acutely aware of the value of water in San Luis Obispo, California, and initiated water conservation projects from automatic and low-flow faucets to a custom water recirculating system for distilled water. Since 2008, water usage has decreased by 40% at this facility.

Connecting with Customers without Paper

By using modern technologies and emerging media channels, we have enhanced communication with our customers and reduced the need for printed materials. Using iPhone®/iPad® and Android™ mobile applications, blogs, electronic catalogs or online support, communications reduce paper needs and allow real-time connections with customers.

In 2008, we committed to move away from printing. With significant efforts and investment, Promega transitioned from most paper catalogs, instruction manuals, print marketing

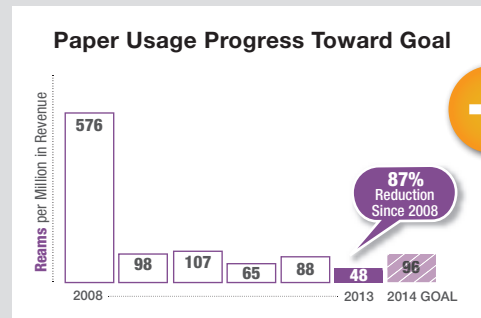


Figure 12. Global paper usage indexed to revenue since 2008.



and a majority of other corporate communications to electronic formats. Since 2008, paper usage has decreased by over 80%. Some additional efforts to reduce paper and its effects include:

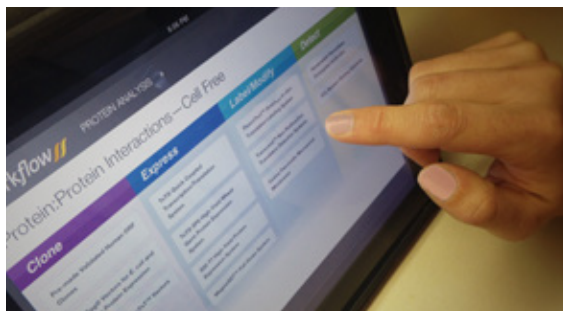
Recycled Paper and Duplex Printing: Many global locations have transitioned to use recycled paper and duplex printing. These efforts provide value to the environment by reducing air emissions, combating deforestation and limiting waste.

- Promega Italia uses office paper from 100% recycled content and participates in a campaign sponsored by Group Portucel that plants trees for all paper needs.

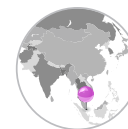


Electronic Documents:

- Field Application Specialists in North America along with branches in Europe and Pacific Asia have adopted iPads to better serve customers while eliminating the use of printed resources.



- Promega sends electronic copies of various documents to customers that do not want a printed copy, resulting in a savings of over 5,000 pieces of paper a month.
- European branches offer electronic invoices to customers as another way to reduce unnecessary printing and paper usage.
- Promega Singapore no longer prints program materials for regional sales and marketing meetings, and minimizes printed brochures for scientific exhibitions. In its place, iPads and online tools are used when interacting with customers.



Less is More with Packaging

We face unique challenges in packing our products with many being temperature sensitive, involving dry ice, gel ice and foam coolers. Despite these challenges, we are committed to searching for innovative ways to reduce packaging, use environmentally friendly materials, and design for recycling or reuse. Environmental sustainability, product protection and quality are all key priorities for our packaging.

Over 25 years ago, Promega was one of the first companies to fund a program for customers to return polystyrene foam coolers for reuse. This program has since been adopted by many other companies as a way to divert waste from the landfill. We continue to evaluate the best way to handle these materials as we strive to reduce life cycle impacts



from distributing our products. In the last few years, we also have moved to unbleached shipping boxes, started using sustainably harvested materials, and biodegradable and recyclable air pouches to offer product protection with the least environmental impact.

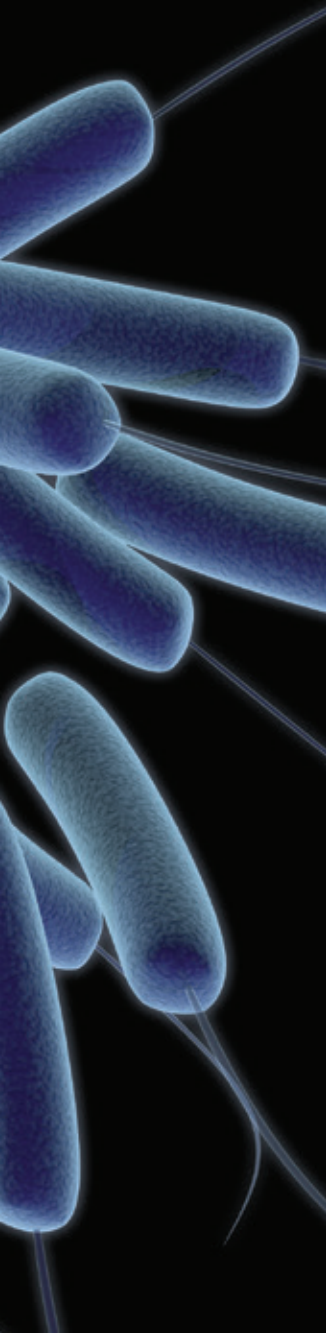


We are making progress on the challenge of capturing environmental metrics for all product and shipment packaging. Using a newly implemented ERP system, we have greater capabilities for entering data on packaging weights and material types to help us better understand the environmental impact of our packaging. This focus will continue over the next few years to help us understand and prioritize opportunities for packaging material reduction.

People Care

2013 Corporate Responsibility Report

Artwork: rod-shaped bacteria in culture.



People Care

“ Promega has a high-performance culture that offers rich opportunities for all employees to contribute at their best and to thrive with vitality, passion and attention to their wellbeing. ” — Nancy Rau Heckman, Director of Human Resources

Work should be more than simply a job; it should be an avenue for employees to grow and find personal fulfillment. We believe this can occur when there is an alignment among individual strengths, interests and overall company vision. At Promega, we are proud that our work helps to improve the lives of others and the selflessness of our employees is what makes this possible. We appreciate the contribution of our 1,285 employees and heavily invest in their wellbeing and growth.

Each of our 18 worldwide locations embraces these beliefs and provides support in ways that meet individual regional needs. Employees have flexibility in how they work and the freedom to act where individual differences are respected. We strive to provide a work environment where individuals can be challenged and innovative. Employees are encouraged to be creative where they are inspired and support passions in their work, personal interests and community involvement.



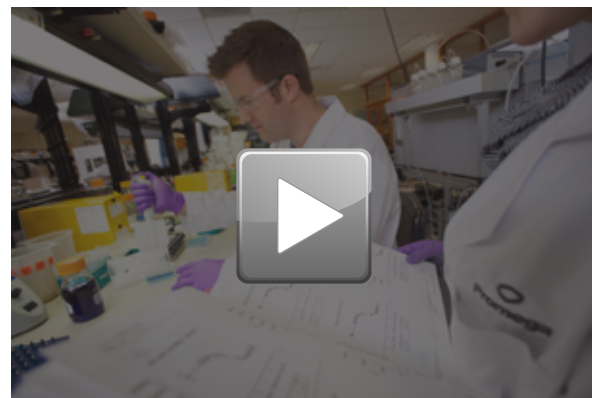
The Promega Culture

As with all activities in a business, the overarching principles that guide the culture and daily values must be clearly articulated to provide context for decision making. Organiza-



tions are as unique as individual people, with personalities, values and direction. Understanding the psychology of the organization – the “cultural DNA” – is critical to predicting the course of action that the organization is likely to take in maintaining the integrity of its operations. For Promega, these include the following principles.

- The organization exists to support the personal aspirations of its employees and others who work with us in meeting our goals.
- The underlying structures should support the primary goal of personal development, including:
 - ❖ Organizational reporting and decision making
 - ❖ Physical work environments, which include design, lighting, communication systems and access to information
 - ❖ Giving priority for the things people need to do their best work.
 - ❖ Capital structure that supports the primary organizational goals and values. Economic metrics give us guidance on sustainable business practice, but are not the primary drivers for business decisions.
 - ❖ Selection and support of employees entering the organization that reflect the values of the enterprise.
- The nature of the work is based on the premise that life science research and related discoveries have been and will continue to be important to society and human development. Our contribution to this field is to design and supply products, systems and procedures



This video discusses our commitments to employees and what makes Promega a unique employer.

that simplify this research and give more reliable and accurate results.

Surveys taken of our employees indicate that their greatest satisfaction comes from the people they work with and the nature of the work they are doing, which aligns with the contribution to society resulting from our products and services. While personal economics (compensation and other financial rewards) are important, they are not the drivers for excellent performance and job commitment. The organizational core values support the central role of purpose in employee’s satisfaction.

*Promega was named one of the
Top 15 Best Places to Work by
“The Scientist” in 2013.*



The Living Wall of the Cross Roads inside the Feynman cGMP Manufacturing Center.

Our Work Environment. To inspire and support our employees, we create unique workspaces with features such as original and rotating art exhibits, third spaces to evolve thinking, ample natural lighting, space to exercise and meditate, and local healthy dining options. Employees also work in similar, nonhierarchical space to foster collaboration and teamwork. We strive to bring the outside into our buildings and encourage an appreciation of the natural beauty. This was accomplished in the Feynman Center by incorporating native plants and materials from the surrounding prairie, and a winter garden with thousands of plants inhabiting a living wall, adding life and warmth to the building (shown left). Locations globally use natural lighting, local resources and art to provide unique and comfortable work environments.

We have focused significant time and investment to provide an environment that is nurturing, stimulating and aligned with Promega culture.



Surveys taken of our employees indicate that their greatest satisfaction comes from the people they work with and the nature of the work they are doing, which aligns with the contribution to society resulting from our products and services.

Employee Health

Wellbeing extends beyond physical health. Our hope is for our employees to experience the richness of life with work, family and personal growth.

Benefits. We offer comprehensive benefits programs at all global locations based on country norms. Benefits programs generally include medical, dental and vision coverage available to full-time employees and their families. Employees are also offered short- and long-term disability insurance, life insurance, tuition assistance and paid time off. These benefits are a significant investment to ensure the wellbeing of our employees and their families.

Wellness Center. An onsite Wellness Center at our Corporate Headquarters, staffed by a nurse practitioner and integrative physician, offers convenient care services and wellness consultations to Promega employees, spouses, and partners. In 2013, our Wellness Center has had over 2,350 patient visits and administered 383 flu vaccines in Madison, WI and 21 more when staff traveled to our offices in Sunnyvale, California. Branch locations use benefits programs

and local medical facilities to provide health care that is convenient and affordable.

- Promega Corporate Headquarters is a nonsmoking campus to prevent the health hazards associated with secondhand smoke.
- Promega added a Director of Integrative Practices in September 2013. Her approach includes both traditional medicine and integrative modalities such as biofeedback, imagery, meditation, healing foods, yoga therapy, and advice on wise use of herbs or other supplements. Employees can request private consults to address concerns such as pain, fatigue, digestive issues, insomnia, stress management, anxiety or depression and the management of long-term issues such as cancer, heart disease and autoimmune disorders.





In 2013, our Wellness Center had over 2,350 patient visits and administered 383 flu vaccines in Madison, WI.

Employee Safety. The Promega Environmental Health and Safety programs are committed to establishing, maintaining and continuously improving our working environment for the safety and wellbeing of all employees and the communities in which we operate. We are proud to have accident rates well below the industry average and have been recognized for our commitment to safety at many locations.

Promoting Wellness through Healthy and Active Lifestyles



We strive to create a culture of wellness as we believe a healthy and vibrant workforce is more productive. Mental and physical wellness are equally important with facilities provided at our headquarters for meditation, yoga, exercise and other activities to meet individual needs. In July 2013, Promega was highlighted in a [Huffington Post article](#)

showcasing the important role of health and wellness at all global locations.

Wellness Education. We value health education, and our Wellness Team regularly offers programs and campaigns throughout the year to encourage active and healthy lifestyles. Campaigns in 2013 aimed to educate employees and promote actions like nutri-



tious eating, increased physical activity and weight management. Past communications have covered wellness topics such as advanced directives, nutrition for children, snacking smart, healthy recipes, smoking cessation, financial planning, stress relief,

back care, knowing your pet and trigger point therapy. Over 560 employees had Health Risk Assessments completed in 2013 to better understand their body and health status. Each year we sponsor a Wellness & Safety Fair in Madison with approximately 30 vendors and 200 employees attending in 2013.

We strive to create a culture of wellness as we believe a healthy and vibrant workforce is more productive.



Participation in the many and varied wellness and education programs offered by Promega can have a dramatic impact on the quality of life of our employees. Here is one example of the lasting life style changes that can happen.

“The Road to Improved Health”

Spring 2012. At the age of 42, being overweight and having hypertension, I started to think about taking steps to improving my health. Two factors were critical. First, Promega is very supportive of healthy lifestyles and a large number of its employees are active in one way or another. My journey started gradually with changing what I ate and easing into exercise. Shortly thereafter, the couch to 5K program was offered. I thought, why not? This is the catalyst that I needed.

After about 4 months, people started to notice, and that provided additional incentive and motivation. I took advantage of the weight management class that Promega offered and this provided further encouragement.

Winter 2013. Since my initial weigh-in, I have lost about 60 pounds, although I need to lose 20-30 more. My blood pressure is normal and my blood chemistry has improved significantly. I have completed one 50 mile bike ride and 3 10K races. My goals for 2014 are to participate in a half-marathon, a 100 mile bike ride and a sprint triathlon.

I think that Promega was critical to making me decide to improve my health. The fact that there are so many incentives (know your numbers, fitness classes, weight management

programs etc.) is very important. Having healthy options at lunch is also very important. The key for me was having a supportive environment. Promega has provided all of the tools and they have been very helpful.

-Promega Employee M.R.

Annual Promega Fun 5K Walk/Run. Each fall Promega sponsors a fun walk/run for our employees and their families. In addition to promoting healthy and active lifestyles, food and monetary donations are provided to The Second Harvest Food Pantry.

- Promega also supported 7 running teams based out of Madison in 2013 with 66 individuals participating in events that supported charitable causes.



Annual Promega Fun 5K Walk/Run



Spanish ‘Race of the Companies’. In December 2013, a small team represented Promega Ibérica in the “Race of the Companies” (Carrera de las Empresas) in Madrid, Spain. This an annual event with more than 9,000 participants participating in a 6km or a 10km run in the center of Madrid. The Promega team came in 24th out of 130 teams in their category.



Spanish ‘Race of the Companies’

Singapore “Green One” 5K. Employees at Promega Singapore participated in the Green One 5K walkathon in 2012 to encourage environmentally friendly activities such as walking instead of driving.



Bike to Work. Promega supports avid employee Bike-to-Work groups worldwide from Wisconsin to the United Kingdom. Bike racks and repair kits are available at every building in Madison and at several locations globally. Additionally, Promega offers bicycle commuter benefits providing \$20 per month tax free for cycling related expenses in the United States.

- Promega Biosciences in California is Bike Friendly Business and has won local bike month challenges in the past.

Outdoor Activities. Many locations hold social events outdoors to encourage an appreciation of the natural world and active lifestyles. Promega AG in Switzerland holds events like skiing or snow shoeing day in winter and a hiking day in the mountain in the summer.

Relaxed Body and Mind. Promega locations in Mannheim, Germany, offer free massages to employees each month, and Promega Sweden has a massage chair onsite for employees.



On-Site Amenities. All North American locations offer on-site facilities and programs to support employee wellness. Global locations offer health club reimbursements and financial support for participation in sports if the facility does not offer an on-site fitness room.



The on-site exercise facility in the Feynman Center at the Madison campus.

Our corporate campus offers basketball and volleyball courts, fully equipped fitness rooms, as well as walking, jogging and biking, and cross-country skiing on groomed ski trails in the winter. A Health Promotion Specialist was hired in 2013 serve as a resource, provide exercise prescriptions and help employees develop fitness goals. To promote health in body, mind and spirit, the Zen Zone is available on our corporate headquarters with a steeping pool, steam room and sauna.



Many herbs, spices and seasonal vegetables are produced for the Madison campus from an on-site garden.

Fresh and Local Produce. By serving fresh and local produce from our on-site community garden in Fitchburg, Wisconsin, we support a culture of wellness. With vegetables from our garden and produce from a network of local farms, we are able to serve healthy, organic menus across our campus. Our community garden also provides plots for Promega employees to use in producing their own food and promotes the sharing of gardening skills.

At Promega Biosciences in California, USA, a “Produce Swap” was initiated in 2013 for employees to share excess produce from their home garden with other employees. All funds generated were donated to the local food bank and over 1,800 lbs. of produce was donated from fruit trees on the Promega Biosciences property.

Achieving a Work-Life Balance. We recognize the significant role of family and encourage the strengthening of these connections. From on-site child care in Madison to social gatherings tailored toward children, Promega appreciates the fulfillment families provide and the importance in supporting future generations.



Spanish Children's Holiday Party

Investing in Employee Education, Training and Advancement

Training and development programs are designed to keep employees abreast of the latest technologies, scientific trends and customer needs to stay competitive in the marketplace. We are committed to the personal and professional growth of all employees throughout the many phases of their career, and to foster the skills, competencies and talent of our workforce. Our services include innovative programs, resources, workshops and tools that prepare employees and managers to perform successfully in their jobs, including professional

development courses such as the Coaching for Leaders program for high-potential senior leaders, and The Emerging Leader and Management Essentials programs to assist the new supervisor. Customized training for departments and areas is available as well as organizational development services that include talent management resources and consulting and individually targeted leadership development either on campus or with external academic or training partners.

Globally, we invest significant time and capital in our employees. In 2013, \$1.1 million dollars invested in training. With informal and internal training investments unable to be tracked, this number does not capture the entire value invested in training. Much of the training is focused on maintaining our high standards in Quality-System-Regulated (QSR) areas. This has provided automated and just-in-time visibility into the training status by individual employee as well as by training requirements.

Scientific Training is an area of significant investment at Promega. The Scientific Training Department designs, develops and implements scientific training for employees around the globe, which is delivered in live and virtual classrooms. In 2013, the number of attendees of live courses and webcasts numbered 1,978 with a total of 35 webcast courses and 18 live classroom courses. Live courses were offered at facilities in Madison, WI and Lyon, France at PETAL, the Promega Europe Training and Applications Laboratory. PETAL training addresses the training needs of European, Middle Eastern and African employees. PETAL helps reduce





travel due to its central location in Europe, and with video conferencing equipment, scientists and trainers are able to participate from off-site locations.

- PETAL is committed to operating sustainably by using local caterers and selecting companies that strive to minimize waste. Since 2012, over 350 plastic trays each year were not sent to the landfill by selecting a company that uses recyclable cardboard boxes instead.

With dedicated training departments and comprehensive training facilities in the United States and in Europe, and coordination with our branch offices in Asia, we make every effort to provide all employees with the resources they need to advance their career.

Human Rights and Diversity

Respecting Human Rights. As a member to the UN Global Compact, Promega follows all regulations regarding employment and has zero tolerance for violations of human rights. We are committed to upholding and advancing [The Universal Declaration of Human Rights](#) in how our business

develops productive relationships around the world and works cooperatively among different customs and cultures. Issues that we take very seriously include:

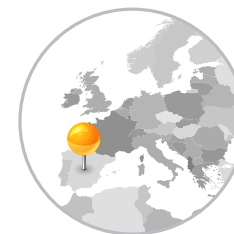
- Protection of children from exploitation
- Protection of all workers from compulsory labor
- Payment of at least minimum wages
- Safe working conditions

Promega complies with all local workplace regulations and insures that our employees and community members are treated with respect and dignity. We hold the same expectations for our suppliers and look to align with organizations that meet or exceed international human rights and labor standards.



“ Globally Promega offers flexibility to adapt work and training schedules to each employee’s family situation and personal interests, which adds to a unique and stimulating atmosphere. ”

—Gijs Jochems, General Manager, Promega Spain





Employees at Promega headquarters fill the Cross Roads area of the Feynman Center.

Valuing Diversity. As a global company, we believe in and practice equal opportunity and affirmative action. We acknowledge and honor the fundamental value and dignity of all individuals. We pledge ourselves to creating and maintaining an environment that respects diverse traditions, heritages and experiences. With offices in over 15 culturally diverse locations, the organization benefits from the unique cultures and experiences of all employees. Women represent approximately 47% of employees worldwide and occupy 38% of management positions in the United States.



Promega Biotech Ibérica in Spain has been recognized by the city of Alcobendas with the Municipal Award for Reconciliation and Equal Opportunities.

Community Touch

2013 Corporate Responsibility Report

Community Touch

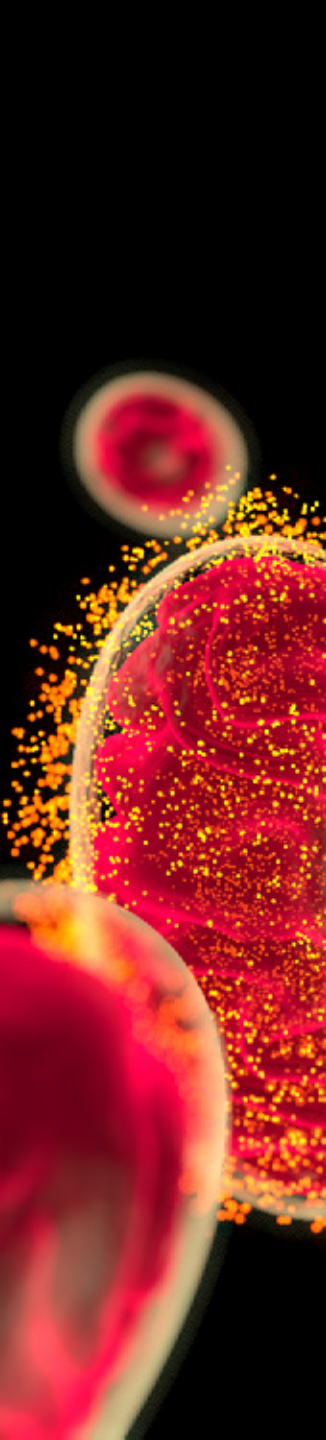
“ You cannot measure success purely by quarterly financial statements. You must look at many years and see how a business makes a positive impact on a community in enhancing creativity, education and opportunities from growth.” —Bill Linton, CEO

Science tells us that any action has a reaction. As such, we know Promega is not an entity unto itself, but is possible in part because of the action and reaction from our surrounding communities. We value the support of these communities, and we make it our business to give back and foster the inspiration and energy that only comes with community.



The annual Promega family picnic at the Madison, WI, USA, headquarters.

As a life sciences company, we are fortunate. It is our job to investigate and help others investigate the workings of life. While we may see life at the molecular level, life lessons seem to hold true at any size. The community of a cell includes both group and individual dynamics. Cells exhibit both flexibility and continuity. We include this understanding in the values that encourage our community engagement and support. Promega incorporates a level of internal autonomy that allows meaningful support at a local level around the world. In working to make a meaningful contribution to the community each year, Promega has both established community organizations as well as contributed to additional groups and initiatives. We support areas which can, like life science, foster discovery and enrich our lives. Promega centers most of its community engagement and support on education and knowledge, community wellness and creativity.



Supporting Education and Knowledge

We embrace the perspective that shared knowledge across global networks ensures that scientists and science can fulfill their potential. Education brings growth, discovery and rich context for the future. Each year Promega supports established educational efforts as well as the individual efforts of Promega scientists who volunteer to teach throughout the community (over 1,100 hours in 2013), and classes for Promega staff and customers in working with the tools of molecular biology.

In 2013, over 72% of overall philanthropic contributions were geared toward educational efforts. Initiatives supported by Promega include:

Collaborating with the Marine Biological Laboratory.

The nonprofit [Marine Biological Laboratory](#) (MBL) is one of the largest biological laboratories in the world and an international center for research, education and training. Their offerings include highly competitive summer courses and research programs that attract thousands of scientists and students from a variety of institutions across the globe. The Promega Discovery Fund will provide financial support over the next three years and explore how Promega tools and technologies could help MBL course instructors.

Recognizing Innovative Scientists in China. In recognition of important collaborations from innovative researchers in China, Promega partnered with the Chinese Society of Cell Biology (CSCB) to select and grant The Promega Innovation Award. This award is provided to two scientists whose ground-breaking work advances life science research. This

was the second year of this sponsorship and recognized the following winners:

- Dr. Jinsong Li, a Research Investigator from Shanghai Institute of Biochemistry and Cell Biology, Chinese Academy of Science
- Dr. Li Yu, a Professor from Tsinghua University, China



The award includes a cash prize and travel costs for a visit to the United States. Promega continues to interact with the winners, to share scientific knowledge and to find areas of collaboration.

Encouraging Student Efforts to Improve Quality of Life.

The Promega International Scientific Scholarship, developed in collaboration with the University of Wisconsin—Madison, supports undergraduate science students pursuing unpaid international internships that improve the quality of life in the world. This award aims to propel students' professional advancement in the fields of science and simultaneously help them develop cross-cultural skills.

The Scientific Internship Scholarship comprises \$100,000, allotted over the course of four years. Individual scholarships of \$5,000 will be provided to support student efforts to use science to improve quality of life abroad.

Supporting Young Scientists in Spain. Promega Biotech Ibérica, in Madrid, Spain, launched a new program to support young scientists in sharing their scientific results through micro-funding grants to pay for publishing fees in scientific journals or registration to speak at conferences. The ini-





Recipients of the Promega International Scientific Internship Award and Jim Cali, Research Director from Promega Corporation, which made this scholarship available. Photo: Pauline Zhu.

tiative is called “Fondo de Patrocinios Promega” and since being launched in 2013, the program has already benefited 16 young scientists.

Giving Lorne Genome Meeting Awards in Australia.



Promega Australia has been giving awards to student scientists for over 20 years at the Lorne Genome Meeting. The recipients receive a monetary prize and the opportunity to present in front of many local scientific delegates. The award session has been very popular, making the exposure and opportunity valuable to the students.



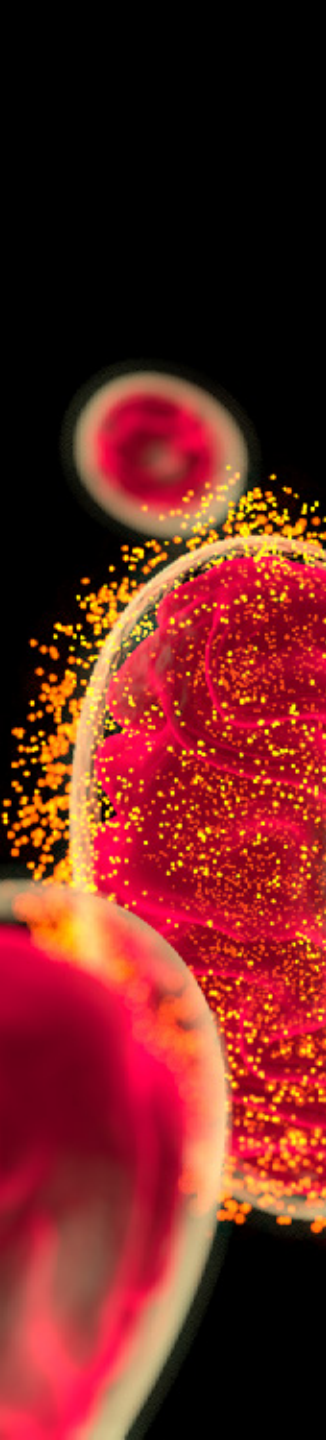
Touring Promega: A Day in the Field for UW-Madison Students. In 2013, university students looking for insights on science-based professions beyond academia spent the day with Promega employees from a variety of fields, learning and exchanging ideas regarding scientific practices in biotechnology. Fifteen juniors and seniors from the University of Wisconsin-Madison toured the Promega corporate

campus and were able to engage with a panel of Promega professionals about the different career paths in the life sciences industry.

Promega locations worldwide strive to support education and create interest in science. A few examples of efforts in 2013 include:

- Promega supports local scientific courses and events such as the XIV Curso Verão Hemocentro Rib Preto, a summer course on genomics, proteomics and cellular analysis. The XV 2013 Annual Scientific Meeting of the Butantan Institute, Oswaldo Cruz Foundation (FIOCRUZ) seminar on Advanced Topics in Proteomics and others were also supported in 2013. 
- Promega Australia supports The Smith Family “Learning for Life Program” that aids disadvantaged children to develop vital life skills and stay engaged in education.
- Promega GMBH in Germany sponsors the international learning platform [Honey Bee Online Studies](#) (HOBOS). The project of the University of Wuerzburg is centered around a honey bee stock and designed to stimulate the students’ urge to research worldwide. 
- Promega Biosciences chemists frequently make presentations at schools and provide onsite tours of the organic chemistry labs and manufacturing facilities in California, USA.

Serving the Community: The BioPharmaceutical Technology Center. The BioPharmaceutical Technology Center Institute (BTC Institute), Promega Corporation and



many other sponsors coordinate the Annual International [Bioethics Forum](#), geared to the general public, typically attracting roughly 300 participants. It brings together a diverse group of renowned presenters, and focuses on the sharing of information drawn from the worlds of the natural and social sciences, as well as discussion of related social and ethical issues. In recent years, topics related to the exploration of human consciousness and in 2014, this investigation extends to intelligence in other forms, 3.8 Billions of Wisdom: Exploring the Genius of Nature. Scholarship registrations are supported by revenue generated from sponsorships and registration fees, with 20–30 attendees receiving financial support each year.

In addition to programs for adults, including the Bioethics Forum, the [Stem Cell Symposium](#) and a wide array of training opportunities, the BTC Institute also serves younger students and their teachers. One of the highlights of these efforts is the [Biotechnology Field Trip Program](#), which provided 3,000+ middle and high school students from Wisconsin and Illinois with hands-on, molecular biology-based laboratory experiences in academic year 2012–2013.



Students participate in hands-on activities in the BTC Institute laboratories.

Training Support Program Aids Instructors. Knowing that teachers are always looking for new ideas and the latest information for their curricula, Promega offers educational resources such as complementary lectures and lab teaching guides on topics ranging from DNA purification to emerging infectious diseases. The Training Support Program offers instructors teaching courses using DNA, RNA, protein or cell-based techniques at high school, undergraduate or graduate universities 50% off Promega products. For more information, please visit www.promega.com.

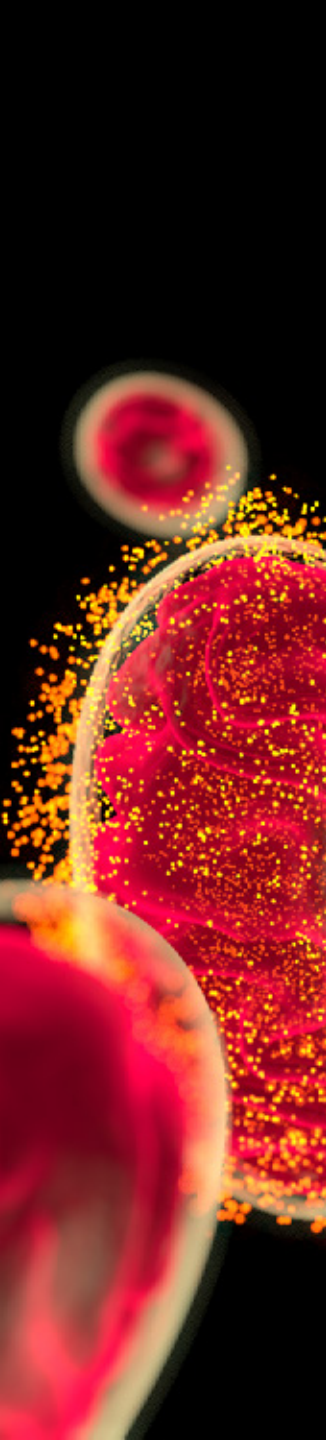
“ I love the [field trip] program and the staff is outstanding. This is a high-quality program and my students always enjoy the experience. Each time I bring students, several make career and educational goals based upon this field trip. It is transformational. ”

—Ann Brown, Science Teacher, Sun Prairie High School



Caring for Future Innovators at Woods Hollow Children's Center.

Promega is a significant supporter of the Woods Hollow Children's Center, which was developed to provide affordable and vital early childhood education and care for the community surrounding our headquarters in Madison, Wisconsin. With gold-standard accreditation, Woods Hollow offers a rich experience with diverse curriculum and a setting that allows children to explore and create.



Sharing Knowledge through the Promega Webinar Series.

The Promega Webinar Series is a program that provides noncommercial live webinars to scientists around the world free of charge. Scientific topics range from basic science concepts to highly technical research presentations. This communication channel allows unique interactions between young and senior scientists in the areas of genomics, proteomics, genetic identity and cellular analysis.

Community Wellness

Promega defines community wellness in a broad sense from strengthening the physical and mental needs of the individual to addressing a multitude of social needs in the community.

In support of the diverse interests of Promega employees and the various needs of the community, each year Promega matches employee giving in the annual United Way and Community Shares campaigns that are offered on the Madison, WI, campus. Similar programs are also offered at Promega branches to encourage contributions and volunteering.

Participation in the Million Pound Challenge.

To help combat hunger in the Madison, WI, area, Promega participated in the Million Pound Challenge, sponsored by the [Princeton Club](#). For every one pound of weight a participant loses during the challenge or for every one hour of exercise done, ten pounds of food are donated to the food bank. Promega employees have taken part in this challenge since 2010. In 2013, 35 Promega employees participated in the Million Pound Challenge and raised 20,110 pounds of food. The Promega team came in 20th place out of 283 teams.

In 2013, 35 Promega employees participated in the Million Pound Challenge and raised 20,110 pounds of food.

Fun and Fundraising for Movember. To raise funds for the Movember Foundation, teams at Promega Madison and Promega Biosciences grew mustaches during November 2013. The Movember Foundation is an official global charity that uses the power of “Mo” to raise funds and awareness for prostate and testicular cancer and mental health challenges. The energy was contagious with women even getting in the act and sporting a “Mo” for a good cause.



Promega Biosciences employees participating in the Movember Foundation fundraising.

Encouraging Environmental Protection and Fitness with Chinese Academy of Sciences.

Promega Beijing sponsors a walking challenge each spring for employees of the Institute of Zoology at Chinese Academy of Sciences to encourage environmental protection and fitness. Promega provides awards for employees that walk 5 kilometers daily during the period and around 400 employees participated in 2013.



Promega Beijing Walk.

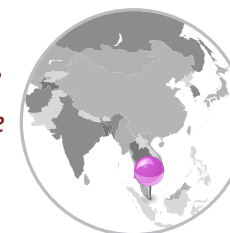
Community Action Team in California. At Promega Biosciences in San Luis Obispo, CA, an employee-led “Community Action Team” works to support local organizations by involving employees in fundraising activities, matching donations and encouraging volunteering. In 2013, fundraisers benefited thirteen organizations including Making Strides Against Breast Cancer, the Red Cross, United Way, SLO Women’s Shelter and Special Olympics.

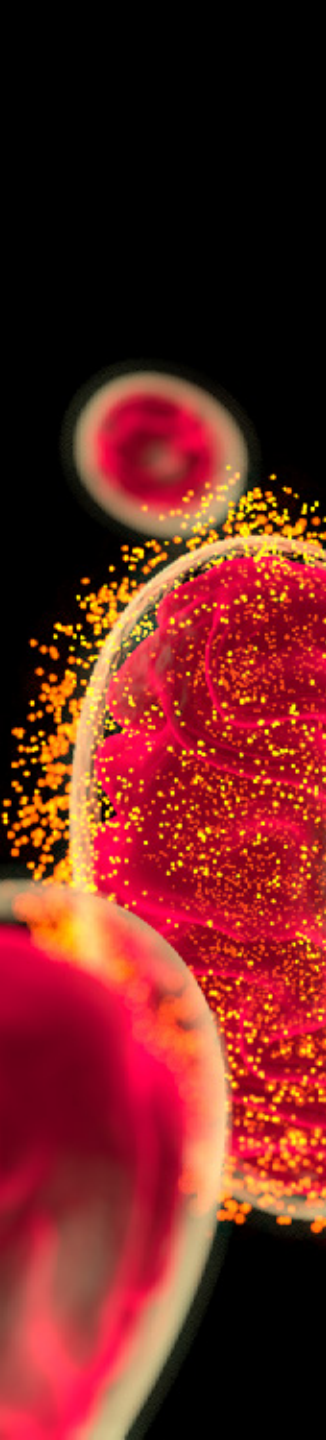
Supporting Individuals with Special Needs. In Mannheim, Germany, the Promega Euro Hub works with ATW Mannheim, a company that supports psychologically handicapped people to bring them back into a stable working environment. We have similar arrangements in Wisconsin and in the United Kingdom to provide employment opportunities to individuals with disabilities, assembling and reusing packaging.






Promega corporate headquarters also supports an in-house aluminum can recycling program to benefit young adults with special needs in Wisconsin. *Adam Can Recycling* is a start-up business that will enable these young adults to be self-employed and active members of society.

“ As a global company, we leverage our capabilities to provide knowledge and tools in science for community growth and development. We help individuals and communities achieve their aspirations to become global citizens who are responsible and want to make a difference in their communities here. ” —Nicholas Ng General Manager, Promega Singapore





Global Philanthropy and Volunteerism.

- Employees at Promega Italia volunteer and support local charities such as the **“Italian Food Bank Network”** and **“OPERA SAN FRANCESCO PER I POVERI ONLUS”**. 
- In 2013, Promega Australia supported disadvantaged children through World Vision Australia, The Salvation Army, cancer research and the New South Wales Police Association. 
- At the International Symposium on Human Identification, Promega made donations to The National Center for Victims of Crime, The Innocence Project and Oxfam International in lieu of a giveaway for each customer that played a game.
- Promega UK operates an annual program to support local charities that has recently included “Naomi House” for terminally ill children, “Guide Dogs for the Blind” and “MacMillan Nurses” supporting cancer patients at home. 
- Promega AG supported Doctors Without Borders.
- Terso Solutions in Madison, WI, donated money to Habitat for Humanity and entered a team in their charity golf tournament.

Creativity

Understanding science involves continual experimentation. The ability to think creatively and be comfortable forming

ideas that have no specific roadmap is an important characteristic to reinforce. As a result, Promega has a long history of supporting creativity within the company and surrounding community.

Quarterly Art Exhibits. Quarterly public art exhibits on the Promega corporate campus serve a dual purpose of sharing the creativity of featured artists while introducing the community to international perspectives. Throughout the years, exhibits have featured work of artists from around the world.

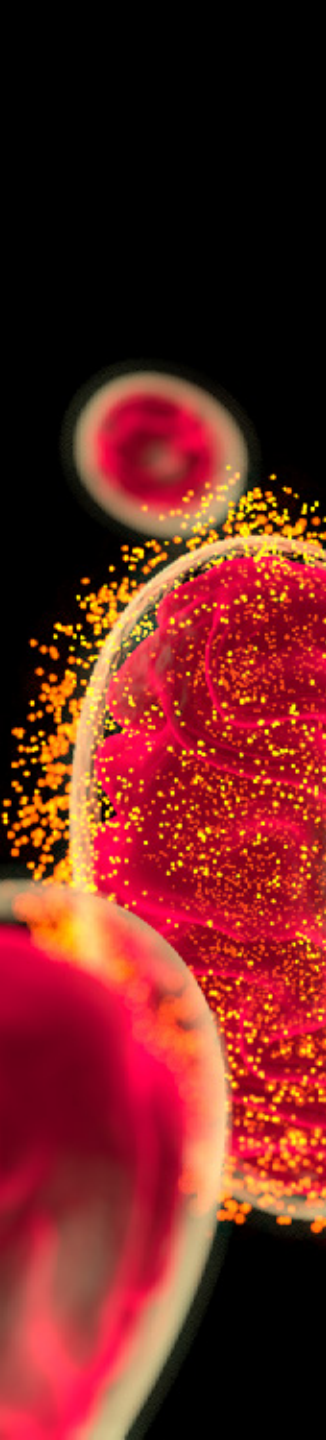
In 2013, the Promega Quarterly Art Show exhibited the work of Dr. Lilian Nabulime, an artist, senior lecturer, and former Head of the Sculpture Department at Makerere University in Uganda. Dr. Nabulime believes strong messages can be delivered through art, to educate, empower and liberate women as well as men. In her work, Dr. Nabulime uses everyday objects from Ugandan women’s lives, such as soaps, sieves, cloths and mirrors, to raise awareness and promote discussion about sexual practice and HIV/AIDS. Her work embodies a powerful social agenda and explores the politics of gender, race and disease in modern Africa.

Lilian Nabulime says “Through art, one can effectively communicate social/political messages across a diversity of tribes with languages and cultural bases. Art can transcend the



temporal limits of languages and speech, and that’s the challenge I would like to portray in my sculptures.”

Promega 2013 Spring Art Show featuring some of Lilian Nabulime’s work.



Supporting the arts is common at many global locations with Promega UK supporting local artists through a local gallery company called Little Van Gogh. Financial support of the gallery places art on the office walls, rotating every 6 weeks, and the pieces are available for purchase.

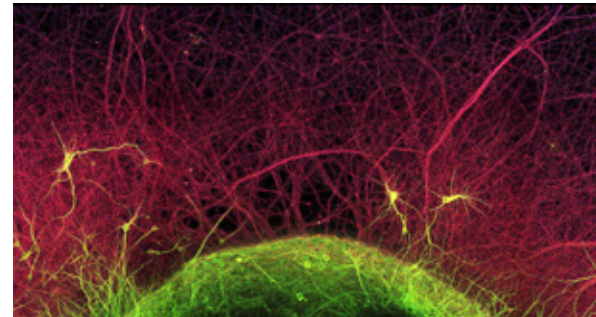


Supporting the Center for Investigating Healthy Minds. To support discussions on the combination of neuroscience, environments, economics and healthcare to promote happiness and health, Promega contributed company space and provisions for a dinner celebration, hosted by the [Center for Investigating Healthy Minds at the University of Wisconsin–Madison](#). This center conducts rigorous scientific research on healthy qualities of mind, such as kindness, compassion, altruism, forgiveness, mindfulness and well-being.

Dinner attendees included participants of the event Change your Mind Change the World 2013, a series of panel discussions on well-being in relation to global health and happiness, led by His Holiness the 14th Dalai Lama. Change Your Mind, Change the World was cohosted by the Center for Investigating Healthy Minds at the Waisman Center and the Global Health Institute, and moderated by Arianna Huffington and Daniel Goleman.

Promega Sponsors the 2013 Cool Science Image Contest. Scientific images are a critical form of data and, in many ways, provide insight into nature’s mysteries and help us understand how the world works. While valuable to research, scientific images can also be inherently beautiful, a quality that nonscientists do not often have a chance to see first-hand. The concept of beauty in detail

and science is what drew Promega to sponsor the Cool Science Image Contest, hosted by [The Why Files](#) at the University of Wisconsin—Madison.



The above image shows a piece of rat brain cortex cultured in a petri dish. It was one of the entries in the 2013 Cool Science Image Contest. Submitted by Brian Jenkins, Postdoctoral Fellow, Department of Biochemistry.

The Why Files was created at the University of Wisconsin–Madison with collaborations from the National Institute for Science Education with support from the National Science Foundation. From 105 submissions, 10 were chosen as winners. Promega will continue to sponsor the contest in 2014 in hopes of showing the world the beauty behind scientific discoveries.

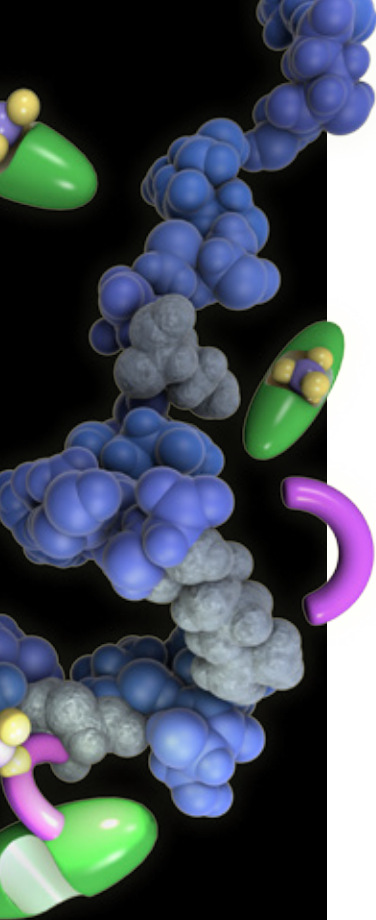
Backing Established Creative Venues. Promega supports numerous cultural venues in the community such as the Madison Contemporary Art Museum and the American Players Theatre (APT). With the nationally recognized APT, Promega supports the educational program of the Shakespearean company as the actors travel to schools around the state, bringing the theater experience to thousands of students.



Additional Info

2013 Corporate Responsibility Report

Artwork: artist's rendering of enzymes modifying a protein.



Artist's rendering
of enzymes
modifying a protein.

Additional Information

2013 Report Parameters

Reporting on Promega Corporate Responsibility progress is completed on a calendar year basis with the information in this report covering January 1, 2013 to December 31, 2013. This is the sixth Promega report in this area, following the initial report released in July of 2009. This process of reporting will continue on an annual basis. Corporate Responsibility reporting attempts to focus on the environmental and social impact of Promega operations worldwide using the framework established by the [Global Reporting Initiative's G3.1 Guidelines](#) and the principles of the United Nations Global Compact. In the coming years, we will transition to the GRI G4 Guidelines.

With more timely processes for gathering information worldwide, Promega has seen improved accuracy and transparency in its key indicators for environmental and social impact. Promega has experienced increases in the scope, materiality and comprehensiveness but recognizes that there is still significant room for growth. Information has been gathered from all 21 Promega branch and subsidiary locations worldwide. In some instances, additional or more accurate information was gathered for previous periods, resulting in slight variations from reported indicators in previous reports. Estimations for previous years' indicators has been made where information was unavailable using revenue as a factor.

Areas that have not been measured in this report due to lack of current information are:

- Packaging material usage: By implementing a new system for gathering and tracking data, Promega will have a better understanding of gross packaging material usage by type and the impact from these activities.
- Staff commute
- Effluents to water
- Supply chain analysis

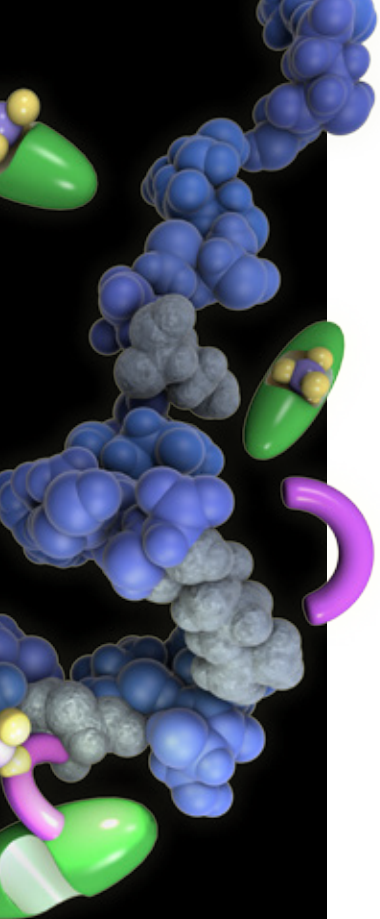
Carbon footprint calculations have been made using the emission factors provided by the [World Resources Institute Greenhouse Gas Protocol](#) on energy and business travel. The reported emissions from distribution were calculated with the conversion factors provided by [Defra's 2012 Greenhouse Gas Conversion Factors](#) and have incorporated new methodology for domestic shipments, resulting in slight changes for previous years. Lastly, the [Environmental Defense Fund's Paper Calculator](#) has been used for calculating the life cycle impact due to paper usage. Current and previous years' carbon footprints have been calculated using the most updated information and emission factors from the resources above.

Please contact sustainability@promega.com with any questions on the Promega Corporate Responsibility Report.



Key Indicators

Economic	2008	2009	2010	2011	2012	2013
Revenue (US Dollars)	\$221,650,835	\$233,888,141	\$260,201,139	\$284,453,280	\$318,919,508	\$346,176,572
Number of Employees	958	972	1,117	1,197	1,223	1,285
Building Footprint (Sq. Feet)	631,589	631,589	708,387	709,977	738,459	1,009,254
Environmental	2008	2009	2010	2011	2012	2013
Greenhouse Gas Emissions (Tons of CO₂)	20,684	19,575	21,179	21,684	21,289	26,171
Emissions Per Million in Revenue (Tons of CO ₂ /Dollars)	93.3	83.7	81.4	76.2	66.8	75.6
Emissions Per Building Footprint (Tons of CO ₂ /Sq Ft)	32.7	31	29.9	30.5	28.8	26
Energy Consumption:						
Electricity (kWh)	15,742,438	15,255,183	16,363,009	16,449,052	16,647,068	20,127,561
Natural Gas (Therms)	589,034	573,652	564,715	570,723	508,964	821,733
Water Consumption (Gallons)	14,241,376	13,678,029	17,104,304	18,235,195	19,850,170	23,080,018
Total Paper (Reams)	127,631	22,894	27,798	18,522	28,141	16,488
Solid Non-Hazardous Waste (Cubic Feet)	223,642	215,826	245,078	270,357	270,490	301,417
Incinerated (Cubic Feet)	7,854	5,797	6,556	6,632	6,623	8,326
Land filled (Cubic Feet)	112,227	111,336	124,178	127,396	122,025	143,330
Recycled (Cubic Feet)	103,561	98,693	114,344	136,329	141,842	149,762
Chemical Waste (Pounds)	145,395	144,449	177,238	165,679	154,083	138,229
Infectious Waste (Pounds)	9,316	9,431	9,261	9,164	12,779	13,749



GRI Index

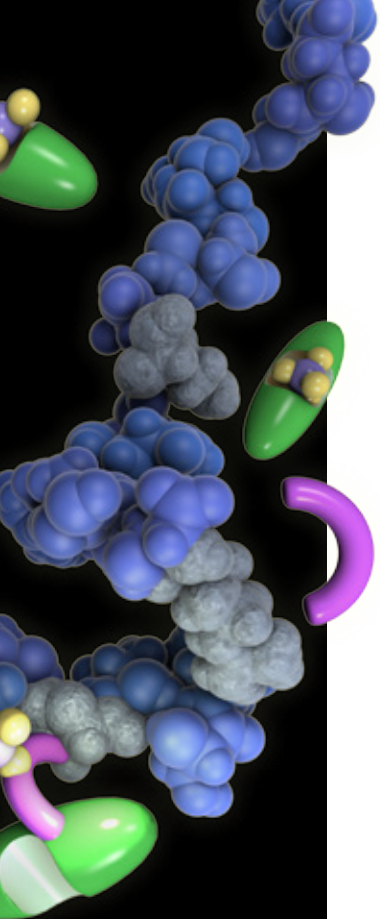
The Global Reporting Initiative (GRI) is the world's most widely recognized sustainability framework for organizations to use when measuring and reporting on economic, environmental and social performance. The 2013 Promega Corporate Responsibility Report is based on the GRI G3.1 Guidelines, and the following table has been developed to help users locate specific information in the report.

Content	GRI Section #	Page #
Introduction	1.2	3
CEO Letter	1.1	4
Corporate Mind	GRI Section #	Page #
Overview	2.1, 2.4, 2.5, 2.6, EC 1	6
Future Investments	2.10	8
Corporate Governance	2.3, 4.1, 4.2, 4.5, LA 13	9
Corporate Values	4.8	9
Corporate Vision	4.8	9
Creative Approach		10
Supply Chain Management	EC 6	11
Product Reach	GRI Section #	Page #
Supporting Good Science		13
Research and Development at Promega	2.2, 2.7	13
Investments in the Future		17



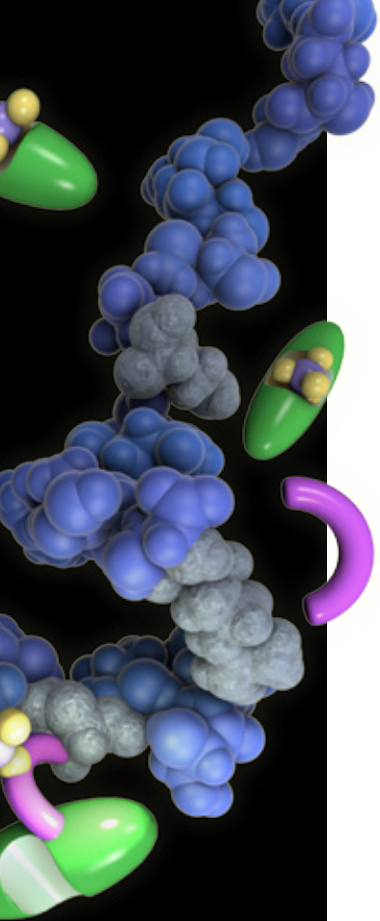
GRI Index (Continued)

Product Reach	GRI Section #	Page #
Quality Process and Product		18
cGMP Manufacturing Facility	PR 2, PR 4, PR 5, PR 7, PR 8, PR 9	18
Planet Aware	GRI Section #	Page #
Overview		21
Responding to Climate Change	EN 16, EN 17, EN 18	23
Energy Consumption	EN 3, EN 4, EN 5	23
Heating Promega, Not the Planet	EN 19	25
Tracking and Reducing Impacts from Product Distribution	2.10, EN 26, EN 29	27
Reducing Impacts from Business Travel		29
Preserving Natural Capital	EN 13	31
Minimizing Waste	2.10, EN 22	31
Water Conservation	EN 8	33
Connecting with Customers without Paper		34
Less is More with Packaging	EN 27	35
People Care	GRI Section #	Page #
Overview	LA 1	38



GRI Index (Continued)

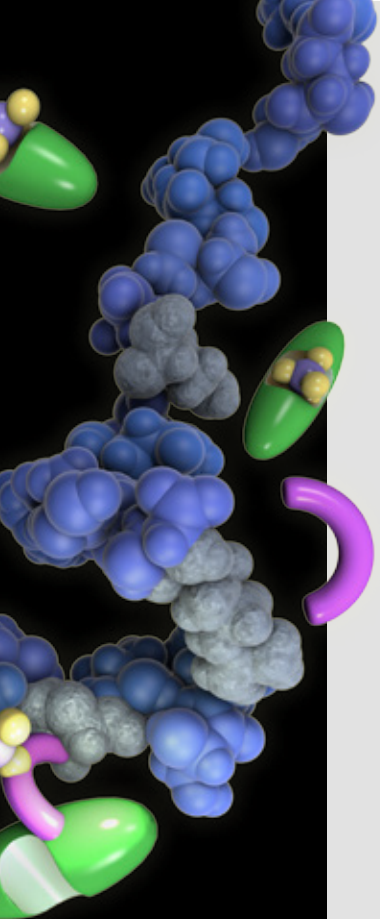
People Care	GRI Section #	Page #
The Promega Culture		38
Our Work Environment		40
Employee Health	EC 3, LA 3	41
Employee Safety		42
Promoting Wellness through Healthy and Active Lifestyles		42
Investing in Employee Education, Training and Advancement	EC 3, LA 3	46
Human Rights and Diversity	EC 3, LA 3	47
Community Touch	GRI Section #	Page #
Overview	SO 1	50
Supporting Education and Knowledge		51
Community Wellness		55
Creativity		57
Additional Information	GRI Section #	Page #
Report Parameters	2.8, 2.9, 3.1-3.11	60
Key Indicators		61
Index	3.12	62



GRI Index (Continued)

Some sections of the GRI that were not covered in the report will be addressed below. In 2013, we had no incidents or issues in the following areas:

- Fines for non-compliance with environmental laws and regulations (EN 28)
- Incidents of discrimination and action taken. (HR 4)
- Incidents of violations involving rights of indigenous people and actions taken. (HR 9)
- Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcome. (SO 7)
- Fines and non-monetary sanctions for noncompliance with laws and regulations. (SO 8)



BACK

Carbon Footprint Progress Toward Goal

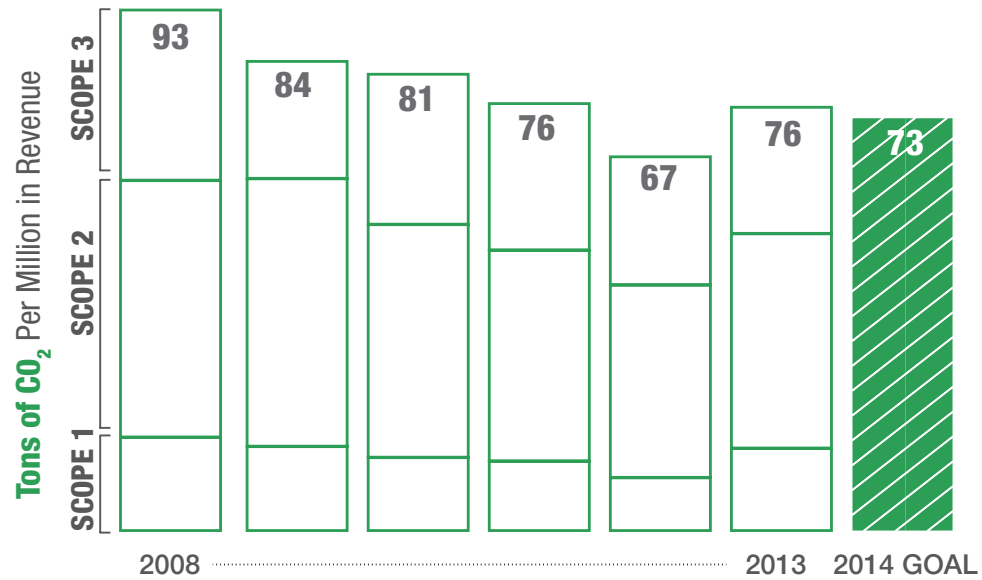
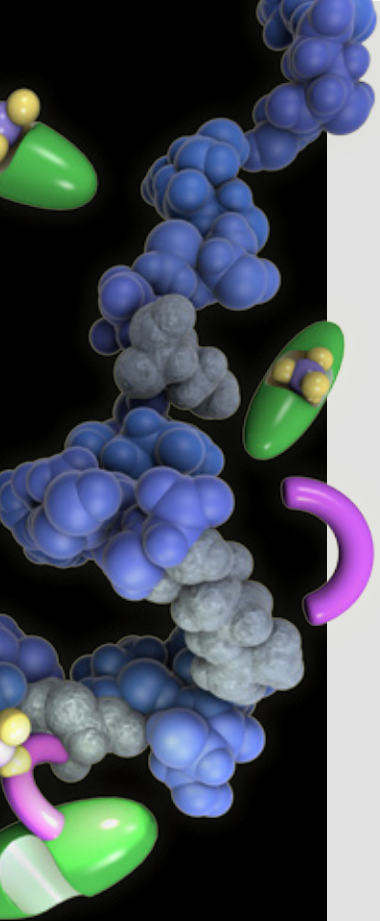


Figure 1. Status toward 2014 greenhouse gas emissions reduction goal.



BACK

Carbon Footprint Indexed to Building Footprint

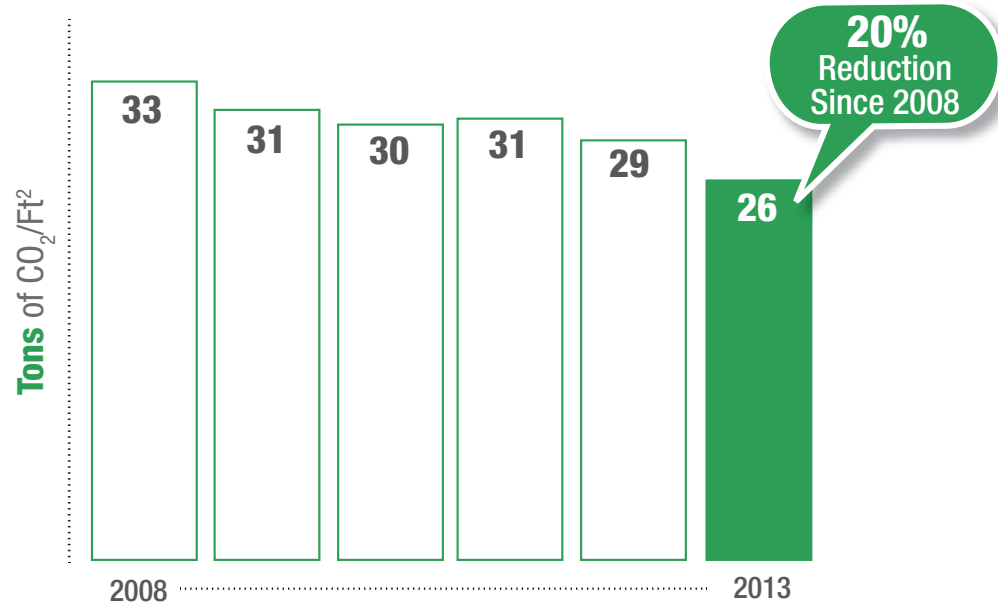
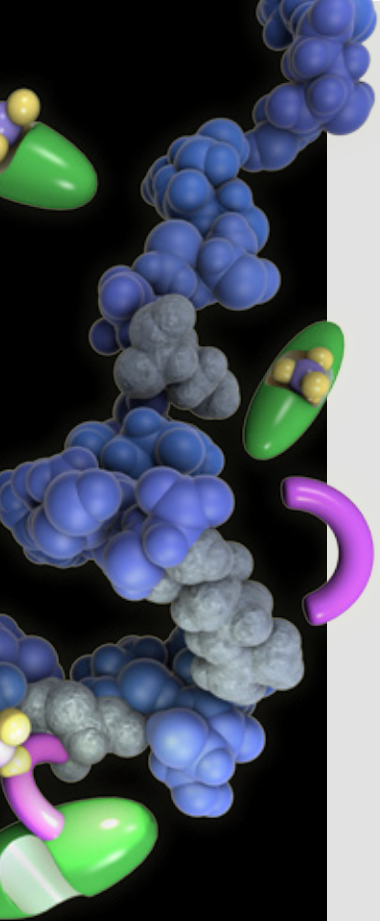


Figure 2. Greenhouse gas emissions as indexed to building footprint.



← BACK

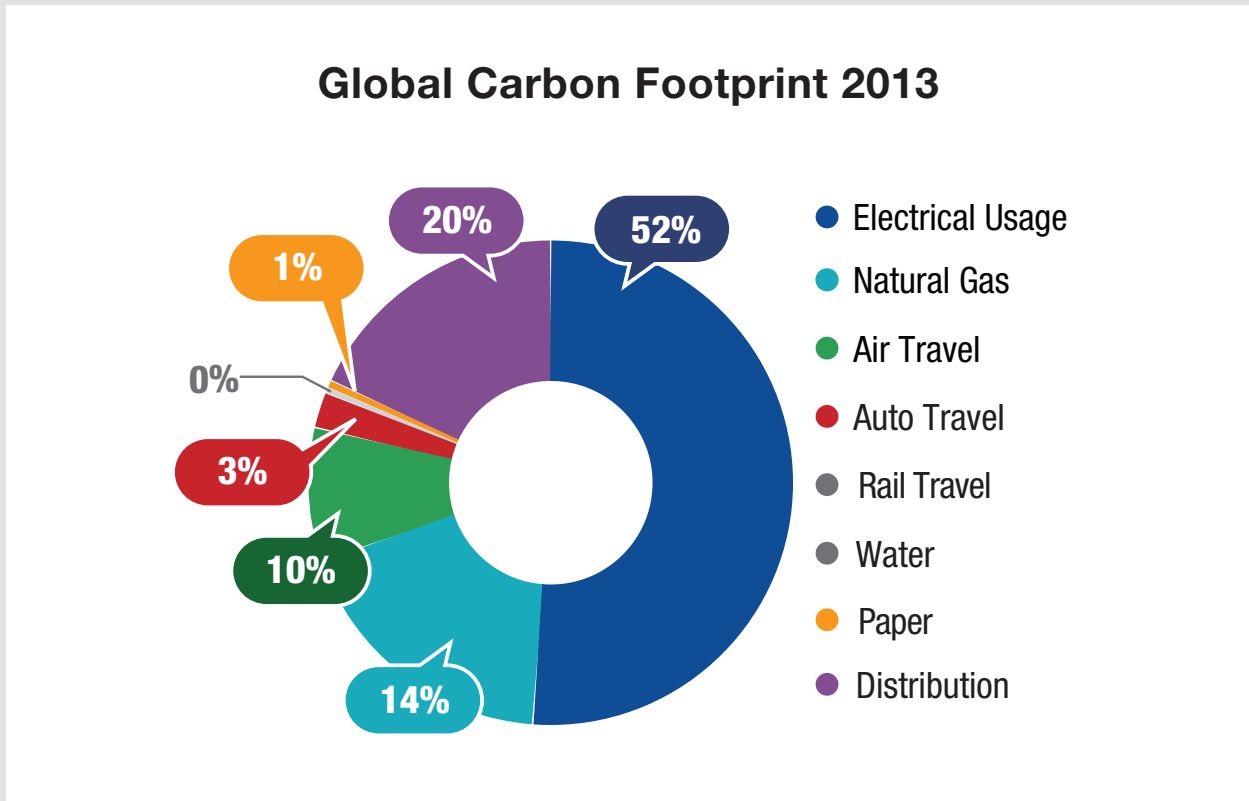
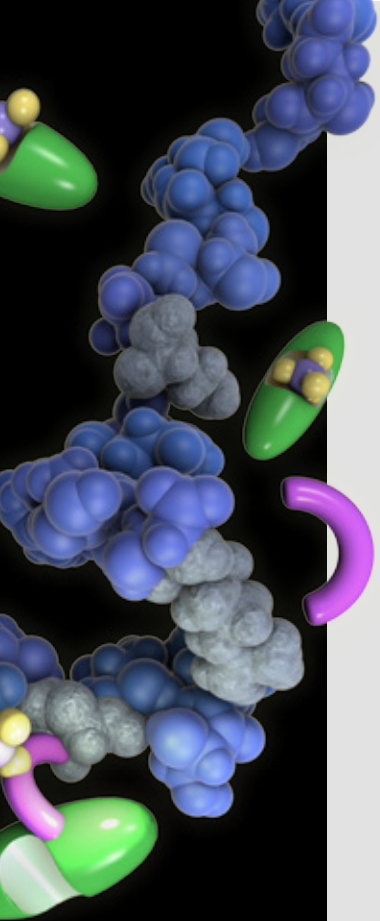


Figure 2. Key contributors to the Promega carbon footprint.



BACK

Global Energy Usage (Actual and Per Sq. Ft)

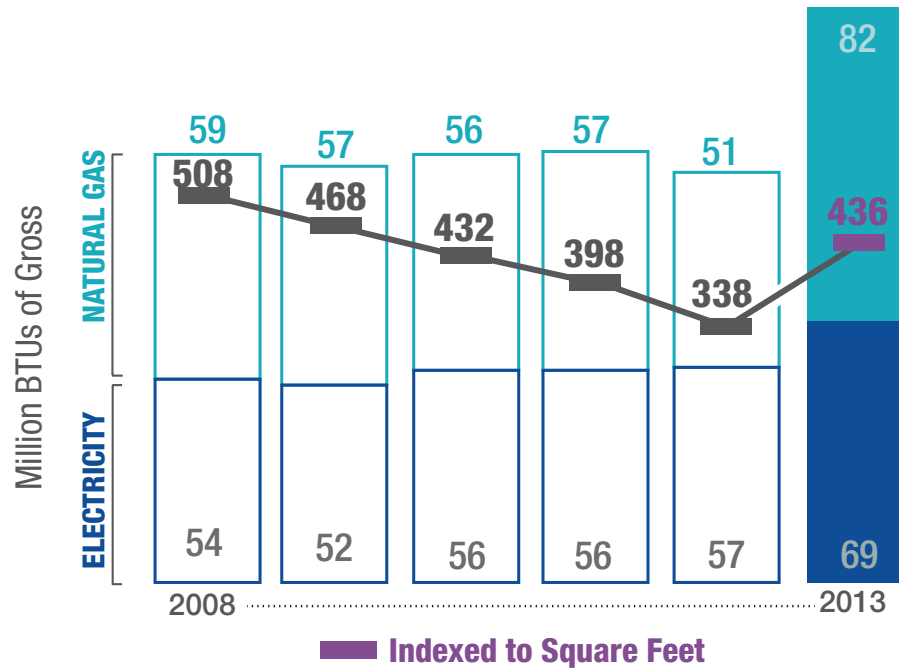
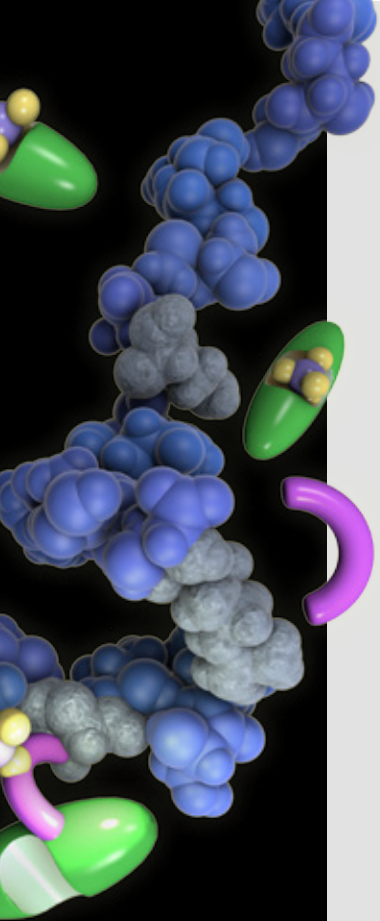


Figure 3. Global energy composition and usage indexed to building footprint.



BACK

Electricity Progress Toward Goal

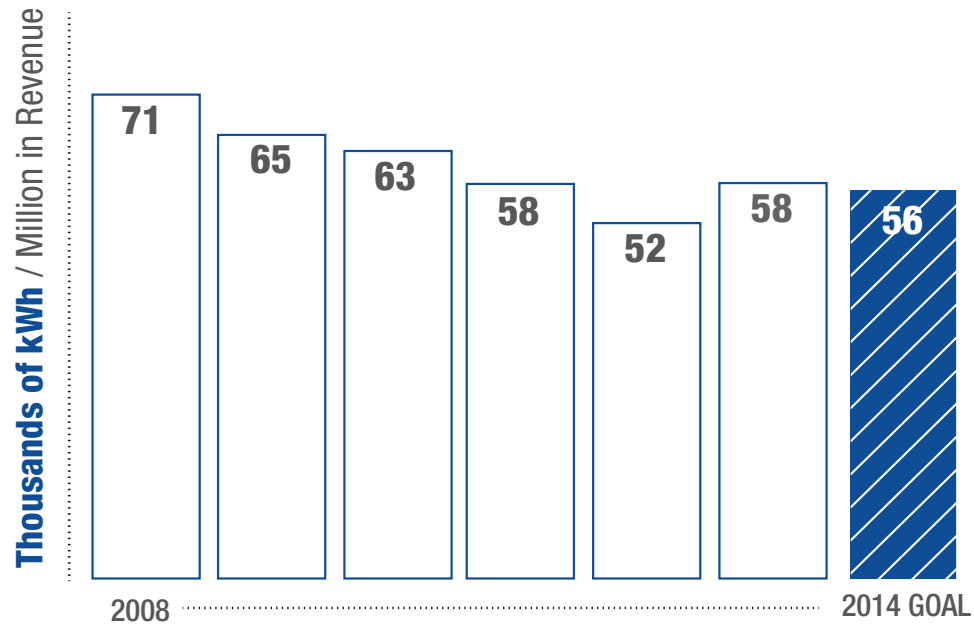
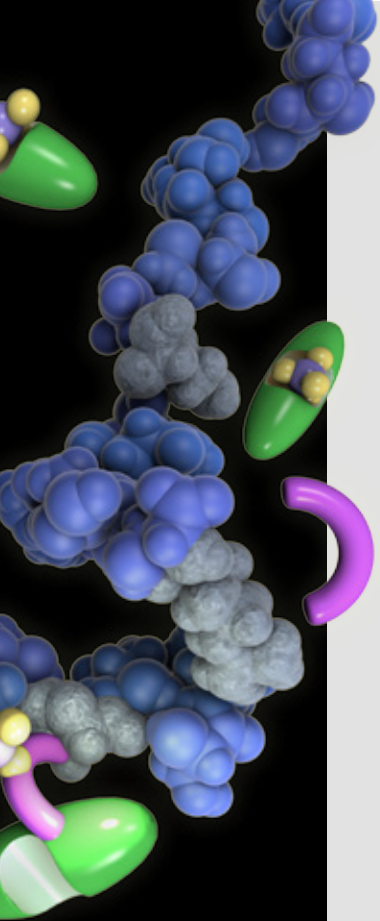


Figure 4. Status toward 2014 electricity goal.



 **BACK**

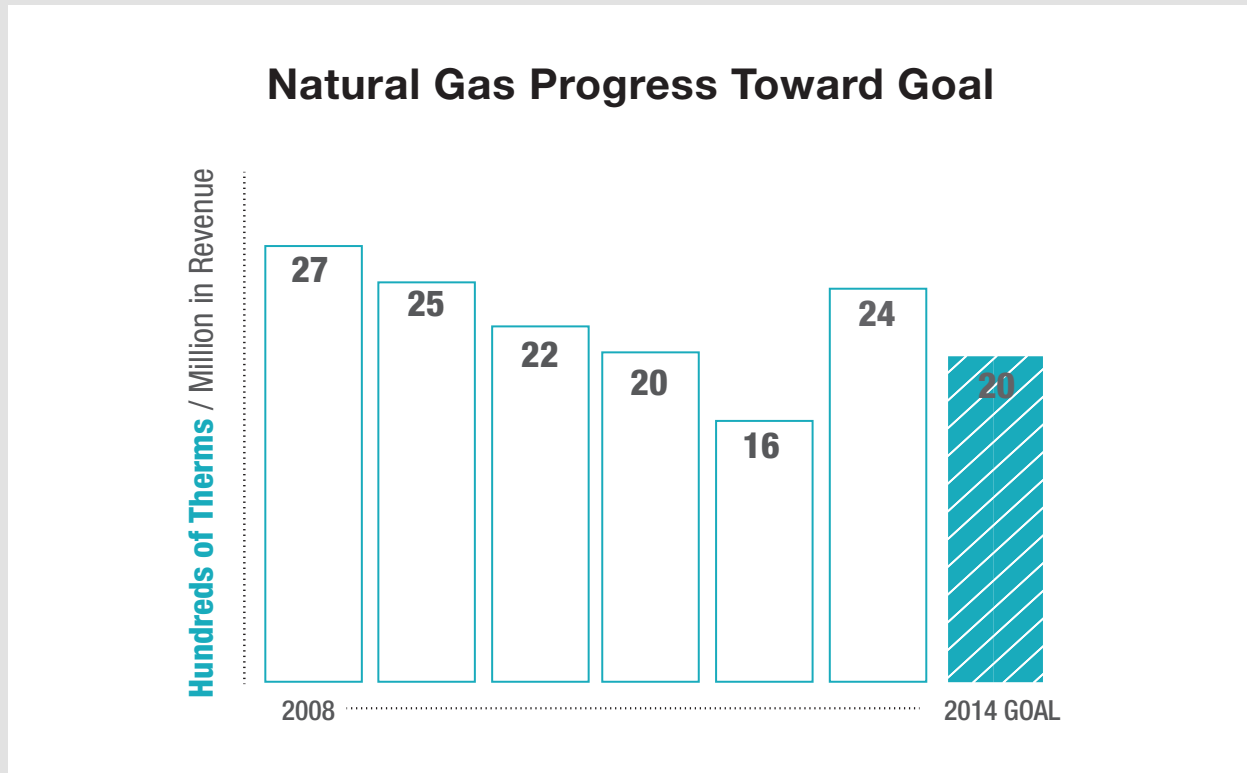
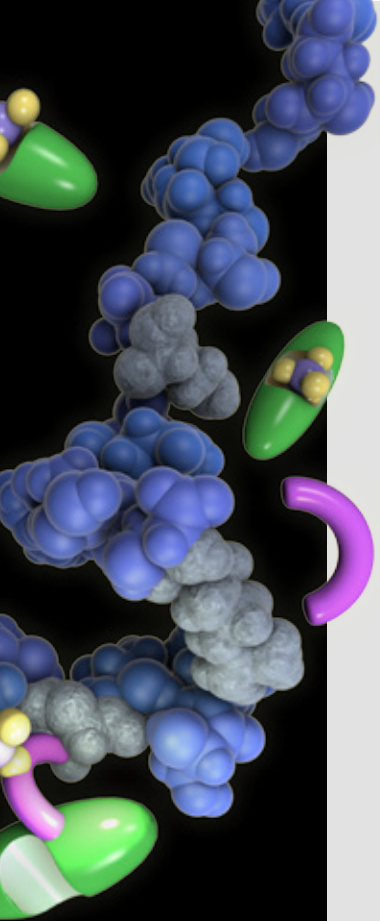


Figure 5. Natural gas usage as indexed to revenue compared to 2014 goal.



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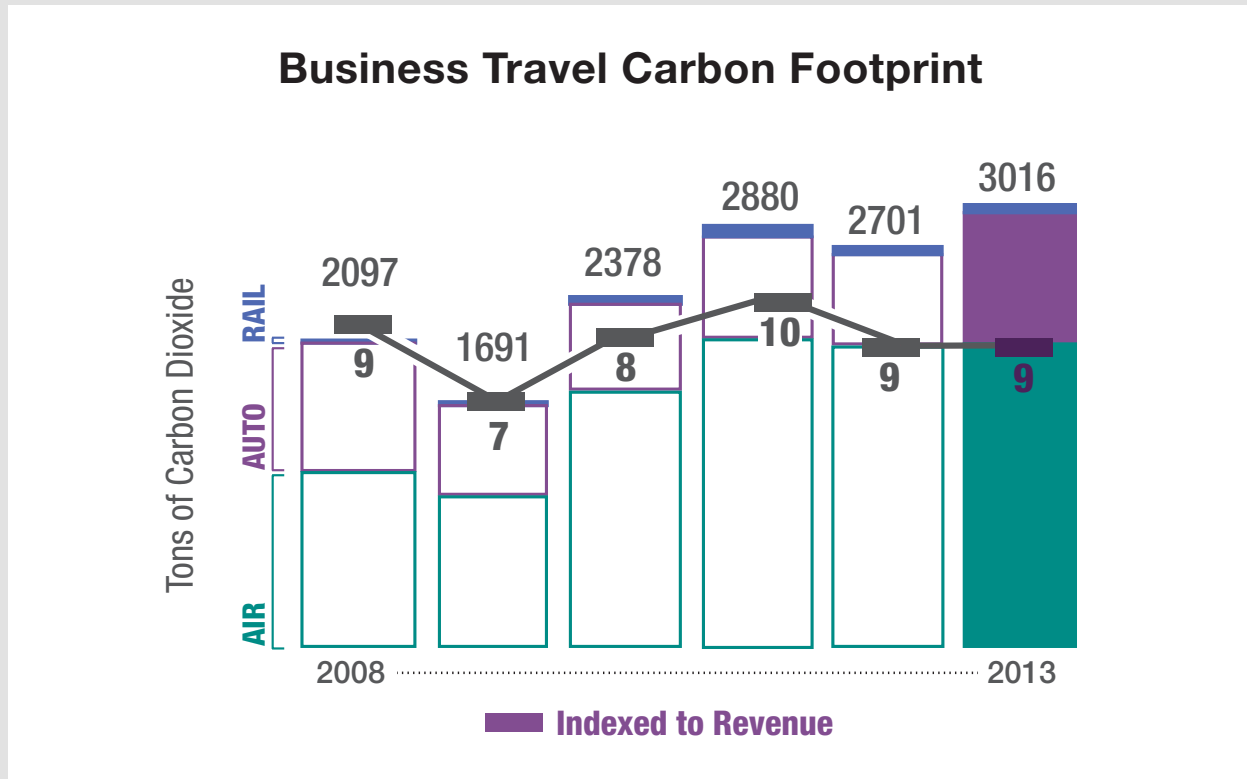
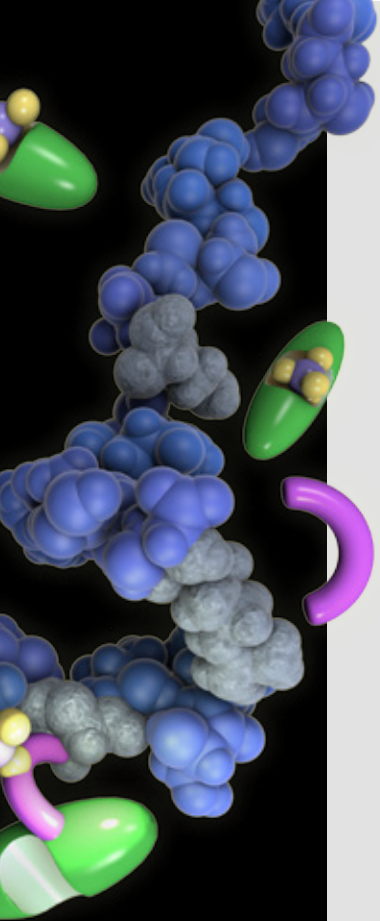


Figure 6. Sources of gross travel emissions and emissions indexed to revenue.



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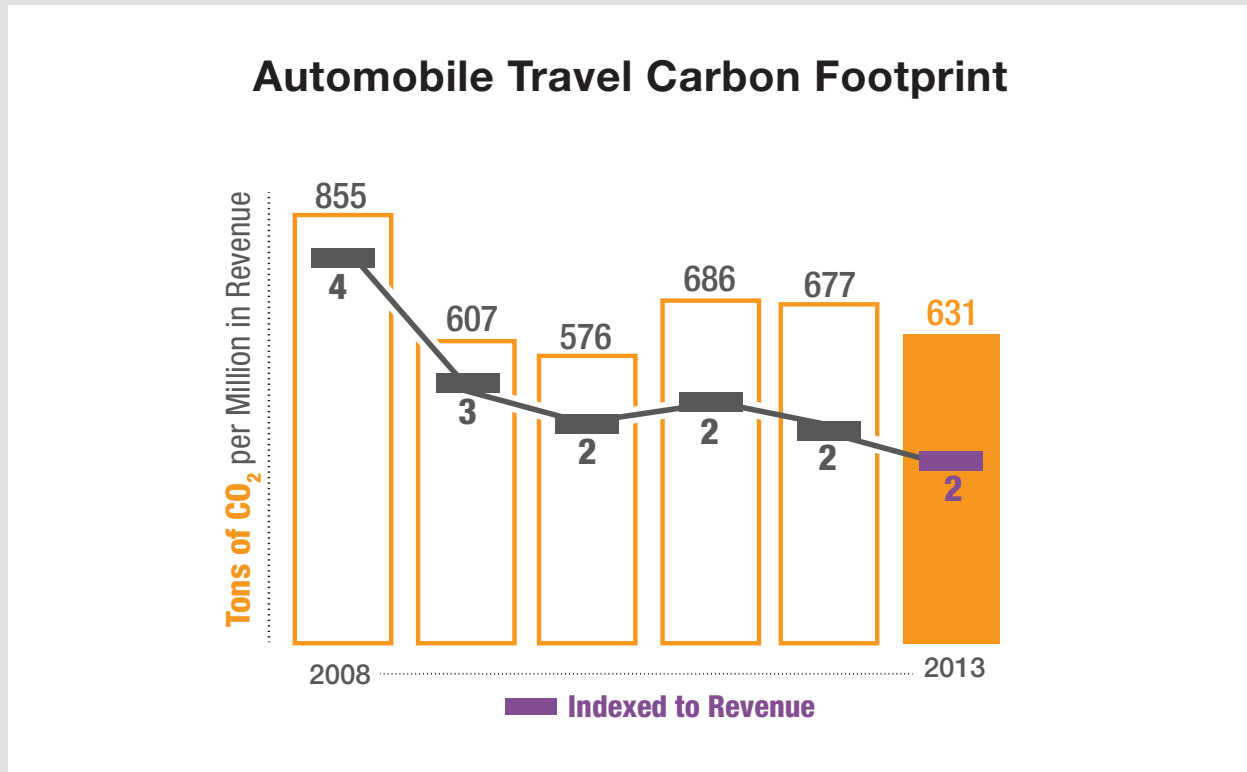
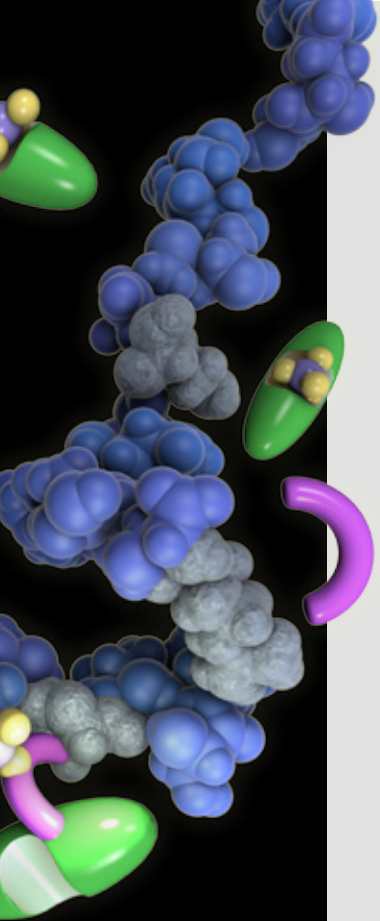


Figure 7. Net emissions from automobile travel and indexed to revenue.



BACK

Non-Hazardous Waste Progress Toward Goal

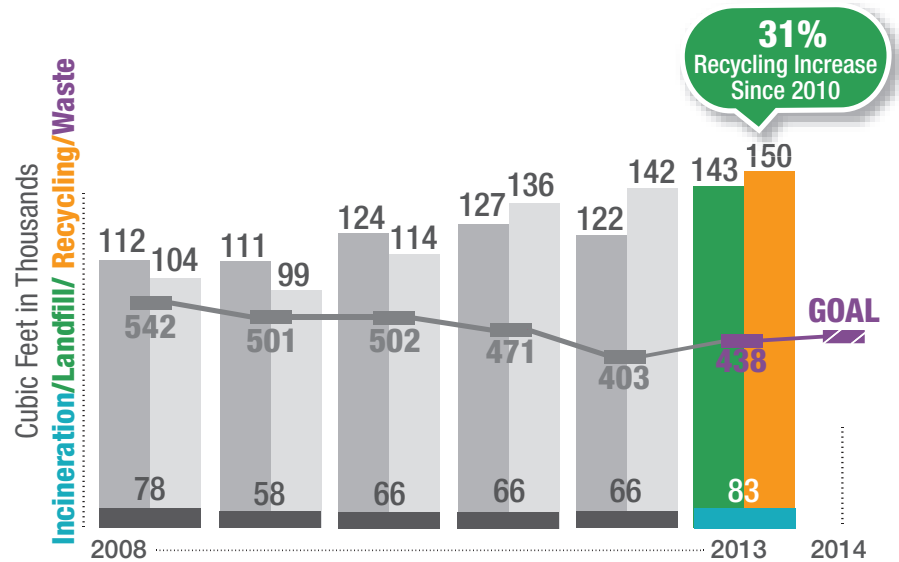
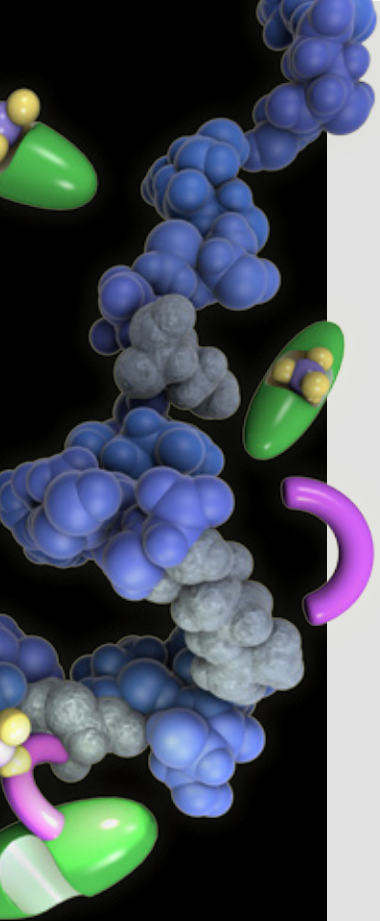


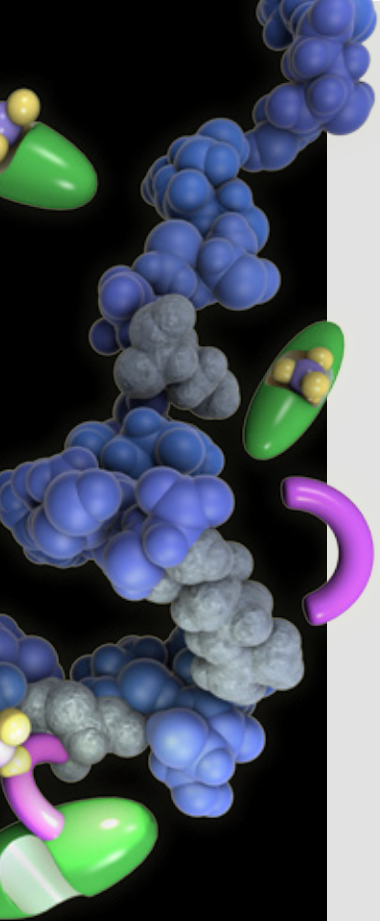
Figure 8. Composition of non-hazardous solid waste and progress toward 2014 goal.



 **BACK**



Figure 9. Hazardous wastes as indexed to revenue.



 **BACK**

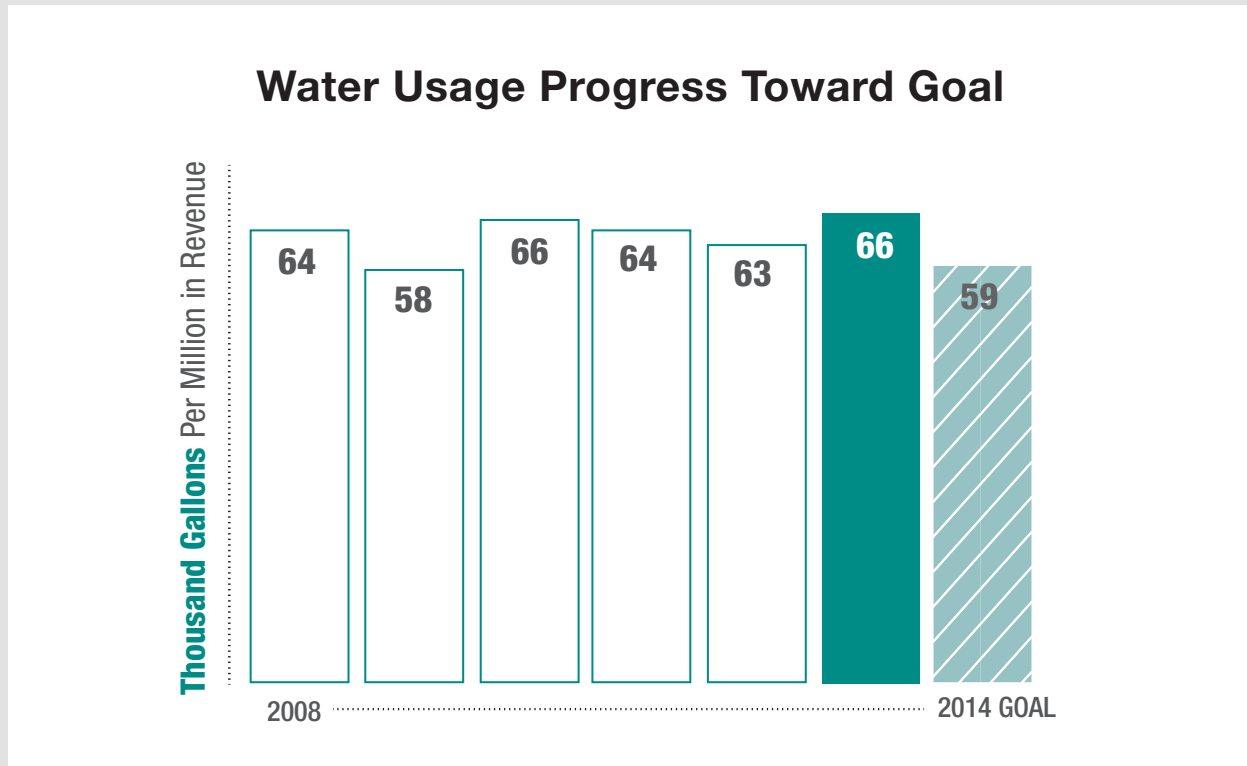
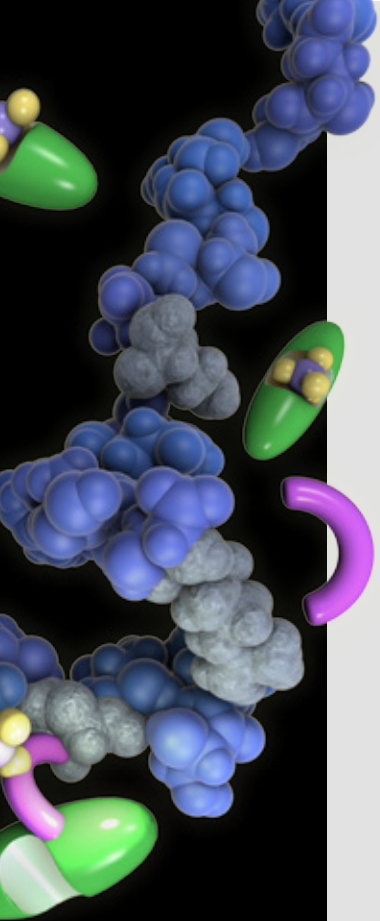


Figure 10. Waste usage indexed to revenue and progress toward 2014 target.



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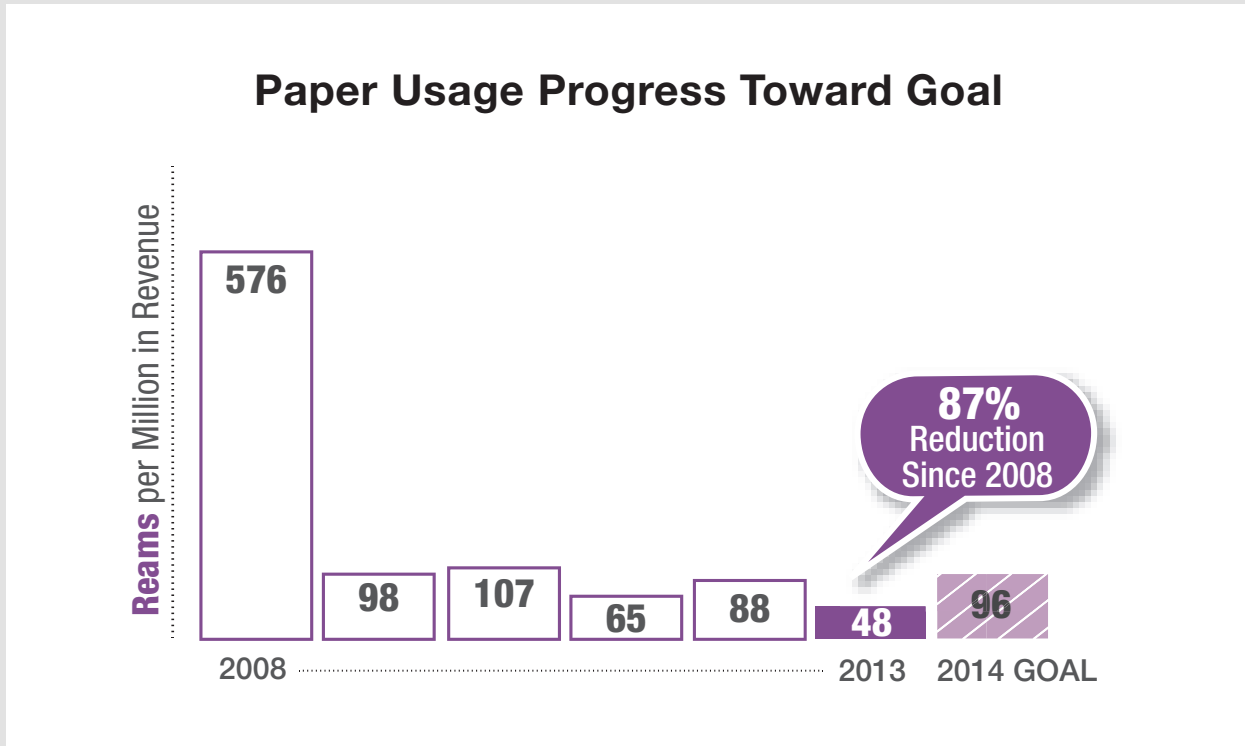


Figure 11. Global paper usage indexed to revenue since 2008.



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