

Sustainability   
for   
 the  
future   
SAFETY  
COMMITMENT  
ENVIRONMENT  
CONSERVE  
COMPLIANCE  
RECYCLE



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# 2013 Allergan Sustainability Performance Report

(Covering the Period from January 1, 2012 and December 31, 2012)



Allergan, Inc. is a multi-specialty health care company focused on discovering, developing and commercializing innovative pharmaceuticals, biologics and medical devices that enable people to live life to its greatest potential — to see more clearly, move more freely, express themselves more fully. Our focus fosters deep engagement with medical specialists and we make it our business to listen closely to their needs so that together we can advance patient care. We combine this strategic focus with a diversified approach that enables us to follow our research and development into new specialty areas where unmet needs are significant.

In partnership with the medical community, we bring scientific excellence and rigor to deliver leading products that improve patient outcomes. And, we go above and beyond this to provide education and information, with the highest level of integrity, that helps patients to fully understand the choices available to them and make well-informed treatment decisions with their doctors. We know we are successful when doctors and patients place their trust in our products and our company, when our employees excel and when our efforts make a meaningful difference in the lives of the patients and communities we serve.

For more than 60 years, Allergan has been committed to the health, safety, and well-being of the people who put their trust in our products. Every day, we strive to better people's lives in a wide range of ways — from developing new treatments for complex and disabling medical conditions to offering science-based medical aesthetic solutions.

Our determination to make a positive contribution extends to not only the people who benefit from our products, but also to our employees and to the global community in which we live and work. It remains our goal to ensure that our contribution to science reflects our commitment to safe, healthful workplaces, strong communities and responsible, ethical business practices in everything we do, from research and development to sales and marketing. In this introduction, I am highlighting some of our key achievements and challenges relating to our corporate responsibility. More information about these and other areas of our commitment is provided throughout this Responsibility section of our website. You can also read more about our business environment, strategy, goals and performance in our most recent Annual Report and Form 10-K and about the philanthropic ventures of the Allergan Foundation in its Annual Report.

Allergan defines Sustainability as the balance between the competing priorities of economic, social and environmental responsibilities. To help ensure its overall success, Allergan has established short, medium and long term corporate responsibility goals as you will read in the following sections of this report. Allergan has and will continue to commit resources and measure performance against achieving these goals.

Allergan has achieved great success with the previous corporate social responsibility goals set forth in its past three five-year plans and has set some very challenging long term goals in its 2020 Sustainability Vision. I am proud to report that Allergan is

achieving these goals as it has done consistently in the past and strives to continue to do in the future – this is sustainability to Allergan! In 2012, regarding the Carbon Disclosure Project Leadership Index, Allergan was included for the fourth year. Allergan was ranked #25 against the S&P 500 companies and #2 for S&P 500 Healthcare companies

according to the Newsweek Green Business rankings. Allergan Energy Star certified the Allergan Pharmaceuticals facility located in Waco Texas for the fifth year in a row. Allergan received the Energy Star Partner of the Year from the USEPA for energy efficiency in 2013 based on 2012 performance.

**When comparing 2012 with 2011, Allergan achieved the following:**

- The occupational injury and illness frequency rate was 0.711,
- The waste generated was reduced by 5% year over year,
- Recycling reached a rate of more than 75% of total nonhazardous waste generated,
- Total energy consumption decreased by 3% year over year normalized to sales revenue,
- Total water consumption decreased by 2% year over year normalized to sales revenue, and
- Total Greenhouse Gas emissions remained flat year over year in absolute terms.

**Allergan remains focused on sustainable business practices including:**

- Offering needed products that have environmental health and safety design considerations;
- Managing climate change through energy efficiency and carbon footprint reduction;
- Continuing to improve operational efficiency, reduce waste and increase recycling;
- Providing a safe and healthy workplace for our employees;
- Working with our supply chains to improve corporate responsibility performance; and
- Enhancing positive community interaction.

In conclusion, Allergan has had a long commitment to sustainable business values. We must keep these core values in mind in all aspects of our business so that we can maintain the excellent reputation and respect that we enjoy with our stakeholders and the communities in which we operate.



David E.-I. Pyott  
Chairman of the Board, President and Chief Executive Officer  
Allergan, Inc

1. The occupational injury and illness rate is determined by multiplying the total number of injury and illness incidents by 200,000 hours and dividing this by the total number of hours worked, i.e. an incident rate of 1.00 would be equivalent to 1 incident per 200,000 hours worked.

## Introduction

2012 proved to be another successful year for Allergan's sustainability program. Allergan's specific performance against the 2012 goals is described following the strategic goals section. Allergan has rapidly grown again in the past year through the acquisition of three companies and through internal "organic" growth. Growth through acquisition included SkinMedica, MAP Pharmaceuticals and Exemplar. These acquisitions will be factored into the performance data and summaries during the next reporting season in 2013 and captured in the 2014 annual sustainability report. The impact of these new companies on Allergan's performance is being assessed.

Allergan has also included additional sustainability reporting parameters in this report in an effort to increase the transparency of Allergan's performance. Reporting includes economic, governance and social parameters as well as environmental health and safety parameters. Tactical approaches to meeting the desired goals are included. Allergan positions and policies on current sustainability issues are presented. These include climate change, pharmaceuticals in the environment, water curtailment, packaging management, biodiversity, bioethics, energy independence, life cycle and carbon footprint approaches, green chemistry, ethnic, age and gender diversity, governance and ethics, supply chain enhancements, strategy to improve access to drugs, cost burden and health outcomes, recognizing excellence, and community support. A GRI in accordance with G3 statement and index are included along with third-party verification statements. Allergan has continued its work with the United Nations Global Compact and will commence work with the Clinton Global Initiative in 2013. All of these programs and initiatives will enhance and expand Allergan's influence on global sustainability.

# Sustainability Program and Reporting Scope, Limitations and Processes

## Scope

Allergan's sustainability program involves the business/economic, social and environmental aspects as defined by the Global Reporting Initiative (GRI) and Allergan's internal assessment of various risks by the company as well as to the company. The programs encompass all aspects of Allergan operations including research and development, production, marketing, sales, customer support, regulatory management, regional and country-specific management, joint venture and third-party venture management, supplier management, and product stewardship through the entire supply chain. Much of the quantitative data presented later in this report generally represents R&D and Global Technical Operations (manufacturing).

Changes in scope occur when Allergan acquires new products, processes or businesses which has occurred several times in the past three years. The scope also changes when products are discontinued or divested and when facilities or businesses are consolidated or divested. Programs, performance and reporting are adjusted to account for these changes as they occur. Allergan has enlisted Trucost to evaluate its supply chain for greenhouse gas emissions and water consumption based on 2011 purchasing data. In addition to this, Allergan has worked with Ecodesk in 2012 and 2013 to develop a supply chain carbon footprint for Allergan's business. Allergan joined the Pharmaceutical Supply Chain Initiative (PSCI) in order to broaden and leverage supply chain auditing.

## Limitations

Allergan is including owned or leased locations worldwide in its responses and summaries along with supply chain data for specified programs. Allergan is including both third-party validated and certified data and information as well as internal data which has not been third-party validated or certified. Allergan has included data and information that Allergan feels, based on internal and external risk assessments, are not significant risks but are required or recommended by various third-parties for reporting and analysis groups such as Sustainability Asset Management (SAM), Dow Jones Sustainability Indexes (DJSI), Ethical Investment Research Services, Ltd. (EIRIS),

FTSE4Good, Global Reporting Initiative (GRI), Domini 400, Carbon Disclosure Project (CDP), and Innovest. Not all data are reported if they are not considered significant by the various regulatory entities. As with changes in scope, limitations are adjusted as the scope changes.

## Data Capture and Verification

Economic data is captured through various systems and the methodology for capture and management of this data is well defined and third-party verified by audit. Social and environmental data is captured through various methods and managed through various systems such as AEIMS, SAP and SharePoint. AEIMS is Allergan's recently launched sustainability data management system. The system served as the source for all data charts included in this report. AEIMS is developed and supported by ProcessMAP. The data are verified internally as part of the various audit programs and in some cases as with greenhouse gases and energy verified and certified by third parties (ERM-CVS for 2012 vs 2011 GHG and energy inventory and data). ERM CVS's has opined that the reported GHG data set out in Allergan's 2012 vs 2011 GHG inventory report for its global operationally controlled facilities are, to a reasonable level of assurance: In conformance with the requirements of the requirements of the ISO 14064-1; and free from material misstatements.

## Reporting Cycles

Generally, reporting of economic, social and environmental data is conducted internally quarterly with annual summary reports generated for the calendar year. Allergan operates on a calendar year basis.

## Report Content Process

Allergan generates various reports for economic, social and environmental purposes. These reports are defined as stated above by using internal, regulatory and best practices recommended or required by third-party groups.

## Report Contact

Direct all inquiries to Corporate Communications

# Sustainability Structure and Reporting Relationships

## Allergan Sustainability Steering Committee

Allergan has established a Sustainability Steering Committee with representatives from the Executive Committee including the EVP Global Technical Operations, the EVP General Counsel and Assistant Secretary, the EVP Research and Development, the EVP Human Resources, the Director RDEHS and the Senior Director EHS. This committee meets twice per year to set policy, direction, goals and metrics, and to evaluate performance against the goals and metrics established.

## Sustainability Structure and Relationships

Allergan has a Senior EHS Director that reports to the Executive Committee through the Executive Vice President of Global Technical Operations. The Senior EHS Director is responsible for coordinating, collecting and developing the Sustainability Report. The Senior EHS Director also manages the strategic and daily coordination of EHS activities for Allergan. The Senior EHS Director has three direct reports that manage the health and safety, EHS audit programs, and the security programs for Allergan.

Each manufacturing and R&D facility has an EHS staff that manages sustainability initiatives as well as daily EHS activities for their facilities. The commercial offices sustainability initiatives and activities are managed by local human resources, quality assurance and finance representatives. An EHS program for the commercial offices and distribution

centers was created and presented in all locations, in order to capture sustainability information. More details and results for this program can be found in our sustainability page. Economic and social sustainability initiatives and activities are managed by several groups depending on their roles and responsibilities within Allergan.

## 2011 – 2015 Allergan Strategic Performance Goals

### 1. Improve Sustainability Performance

- Reduce injury and illness incident rate <0.80
- Reduce number of lost days by 10% using 2010 as the baseline
- Achieve Allergan overall recycling rate > 75%
- Achieve 15% Allergan waste reduction by 2015 using 2010 as the baseline
- Achieve 15% energy reductions by 2015 using 2010 as the baseline
- Achieve 15% water reductions by 2015 using 2010 as the baseline
- Achieve 15% GHG emissions reduction by 2015 using 2010 as the baseline
- Achieve 1% point source volatile organic emissions reduction by 2015 using 2010 as the baseline
- Achieve 1% Chemical Oxygen Demand (COD) load reduction by 2015 using 2010 as the baseline
- Increase fleet vehicle fuel efficiency
- Purchase 15% green energy by 2015
- Increase EHS community interaction

### 2. Integrate Sustainability into Allergan Business

- Integrate EHS into product research and development (from concept to production)
- Marketing to drive the EHS product initiatives

### 3. Improve Sustainability Accountability

- EHS objectives integrated into overall management objectives and tied to compensation
- Ensure appropriate EHS representation in all regions



## Allergan 2010 – 2020 Sustainability Strategic Vision Goals

Allergan has also developed a long range sustainability vision with strategic goals that will take Allergan through 2020. The goals of this plan are described below. Achieving these goals will stretch the corporation but are considered attainable.

### 1. Improve Sustainability Performance

- Establish incident rate goal at <0.5
- Achieve Allergan overall recycling rate > 80%
- Achieve 50% Allergan waste reduction in absolute terms by 2020 using 2005 as the baseline
- Achieve 50% energy and water reductions in absolute and normalized to square footage, production and sales terms by 2020 using 2005 as the baseline
- Achieve 50% GHG emissions reduction in absolute terms by 2020 using 2005 as the baseline
- Purchase 50% green energy by 2020
- Increase staffing to appropriate levels as determined by project management planning
- Increase community interaction

### 2. Integrate Sustainability into Allergan Business

- Integrate sustainable concepts into product research and development (from concept to production)
- Integrate sustainability concepts into marketing product initiatives

### 3. Improve Sustainability Communication

- Integrate sustainability objectives into business objectives and accountability
- Integrate sustainability objectives into business review and establish a steering committee
- Establish sustainability communications strategy
- Establish a Sustainability Information Management System – Sustainability “dashboard” to increase accountability and communication of performance.



# 2013 Allergan's UN Global Compact Communication on Progress

Allergan committed to the UN Global Compact in May 2009. The following statements and links to the Allergan Sustainability Performance Report including the GRI G3 Reporting Guidelines Conformance analysis will substantiate Allergan's commitment to the Compact. This report represents Allergan's third UN

Global Compact report and will cover the period from January 2012 through December 2012. Subsequent reports will cover the calendar-year commitments and performance for that period.

## UN Global Compact Commitments and Performance

The following narrative and links will demonstrate how Allergan is addressing each of these Principles and plans for improving performance in each of these areas.

### **Principle 1 Protection of Human Rights**

Allergan approaches the Protection of Human Rights as it does any other personal freedom and has articulated this support through its Code of Conduct. The Code of Conduct applies to all Allergan employees and in all of Allergan's business dealings. The Code of Conduct requires, among other things, that employees respect human rights and do not discriminate against anyone based on characteristics protected by law. Harassment is not tolerated in any form. Violence or threats of violence in the workplace are not tolerated. The Code of Conduct applies to persons or entities representing or working on behalf of Allergan as well.

In 2011, Allergan committed to three charters and principles that provide for the protection of Human Rights, including the UN Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Society. These three sets of principles deal with protecting Human Rights. Allergan is in alignment with each of these sets of Principles and found its commitment to them to be a natural method to strengthen its resolve in the area of Human Rights.

In 2012, Allergan continued its commitment to its Code of Conduct and ensuring that employees and representatives of the company continue to follow the Code by providing extensive training regarding the expectations based on the Code of Conduct and requiring that all employees complete this training process.

### **Principle 2 Complicity in Human Rights Abuses**

Allergan will not be complicit in Human Rights abuses as stated in its Code of Conduct. In 2011, Allergan committed to three charters and principles that provide for the protection of Human Rights including the UN Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Society. These three sets of principles deal with protecting Human Rights and stopping Human Rights abuses. Allergan is in alignment with each of these sets of principles and found its commitment to

them to be a natural method to strengthen its resolve in the area of stopping Human Rights abuses.

In 2012, Allergan continued its commitment to its Code of Conduct and ensuring that employees and representatives of the company continue to follow the Code by providing extensive training regarding the expectations based on the Code of Conduct and requiring that all employees complete this training process.

### **Principle 3 Freedom of Association and Collective Bargaining**

Allergan approaches the right to freedom of association and collective bargaining as it does any other personal freedom and has articulated this support through its Code of Conduct. The Code of Ethics applies to all Allergan employees and in all of Allergan's business dealings. In 2011, Allergan committed to three charters and principles that provide for the protection of Human Rights, including the UN Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Society. These three sets of principles deal with protecting Human Rights. Allergan is in alignment with each of these sets of principles and found its commitment to them to be a natural method to strengthen its resolve in the area of Human Rights.

In 2012, Allergan continued its commitment to its Code of Conduct and ensuring that employees and representatives of the company continue to follow the Code by providing extensive training regarding the expectations based on the Code of Conduct and requiring that all employees complete this training process.

### **Principle 4 Forced and Compulsory Labor**

Allergan will not be complicit in forced or compulsory labor per Allergan's Code of Conduct. In 2011, Allergan committed to three charters and principles that provide for the protection of Human Rights, including the UN Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Society. These three sets of Principles deals with protecting Human Rights and stopping forced and compulsory labor. Allergan is in alignment with each of these sets of principles and found its commitment to them to be a natural method to strengthen its resolve in the area of Human Rights.



In 2012, Allergan continued its commitment to its Code of Conduct and ensuring that employees and representatives of the company continue to follow the Code by providing extensive training regarding the expectations based on the Code of Conduct and requiring that all employees complete this training process.

### **Principle 5 Child Labor**

Allergan will not be complicit in the use of child labor per Allergan's Code of Conduct. In 2011, Allergan committed to three charters and principles that provide for the protection of Human Rights including the UN Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Society. These three sets of Principles deals with protecting Human Rights and Child Labor prevention. Allergan is in alignment with each of these sets of Principles and found this commitment a natural method to strengthen its resolve in the area of Human Rights. In 2012, Allergan continued its commitment to its Code of Conduct and ensuring that employees and representatives of the company continue to follow the Code. Allergan provides extensive training regarding the expectations based on the Code of Conduct and requires that all employees attend and pass this training process.

### **Principle 6 Discrimination**

Allergan approaches discrimination as it does any other personal freedom and has articulated this support through its Code of Conduct. The Code of Ethics applies to all Allergan employees and in all of Allergan's business dealings. The Code of Ethics requires that employees respect human rights and do not discriminate against anyone based characteristics protected by law. Harassment is not tolerated in any form. Violence or threats of violence in the workplace are not tolerated. The Code of Conduct applies to persons or entities representing or working on behalf of Allergan as well.

In 2011, Allergan committed to three charters and principles that provide for the protection of Human Rights, including the UN Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Society. These three sets of Principles deals with protecting against discrimination. Allergan is in alignment with each of these sets of Principles and found its commitment to them to be a natural method to strengthen its resolve in the area of discrimination.

In 2012, Allergan continued its commitment to its Code of Conduct and ensuring that employees and representatives of the company continue to follow the Code by providing extensive training regarding the expectations based on the Code of Conduct and requiring that all employees complete this training process.

### **Principle 7 Precautionary Approach**

Allergan has adopted the Precautionary Approach in all its business dealings and articulates this in its Annual Sustainability Performance Report. Allergan has always practiced the

precautionary principle with regard to its products and operations. The inherent nature of researching and developing drug products for human use demonstrates the precautionary principle in action. Allergan considers the impacts of actions undertaken through a rigorous risk assessment process with multiple gates through which the company proceeds when the multitude of risks are determined to be acceptable to Allergan and the various stakeholders in the process including patients, physicians, employees, government officials, investors, and others.

### **Principle 8 Environmental Responsibility**

Allergan has a very strong stand on environmental responsibility as indicated by its EHS policy, programs and various performance reports. Specifically as part of its commitment to the UN Global Compact, Allergan has committed to the UN Global Compact Caring for Climate Program and the CEO Water Mandate. Allergan participates in meetings and offers suggestions and examples of strategies and projects that have worked for Allergan. Allergan contributes to policy and framework development. Ultimately, Allergan has been very successful at reducing energy and water consumption at its facilities and has aggressive goals to continue this performance. Allergan will continue to contribute to these efforts and anticipates achieving its goals in the timeframes stated.

In 2011, Allergan actively participated in the CEO Water Mandate Steering Committee and Water Disclosure Working Group and has contributed its first testimonial which was posted on the UN Global Compact website. Allergan also posted a statement by David E.I. Pyott, Allergan's Chairman, President and Chief Executive Officer describing why this initiative is important to Allergan and should be important to everyone. Allergan also provided comments and guidance on the memoranda of understanding developed between the Carbon Disclosure Project (CDP) and the World Resource Institute (WRI) regarding water consumption reduction and management technology.

In 2011, Allergan participated in the Caring for Climate C4C group and provided guidance and an example energy/greenhouse gas reduction project for the Committee to use in support of the Rio+20 Conference.

In 2012, Allergan continued its involvement and support of the Caring for Climate (C4C) and CEO Water Mandates. Allergan entered two case studies in the CEO Water Mandate Water Action Hub. Allergan recommended adding the Tiete River located in Sao Paulo Brazil to the Water Action Hub river basins along with a specific case study based on work conducted by our Brazilian operations. Allergan endorsed and helped prepare the RIO+20 Water CEO Communiqué presented at the Rio+20 meetings in Rio De Janeiro. Allergan contributed to the CEO Water Mandate Corporate Water Disclosure Guidelines. Allergan also participated in the Sustainable Energy for All (SE4All) preparations as well as the Caring for Climate presentations and notices to the Rio+20 representatives.

### **Principle 9 Environmentally Friendly Technologies**

Allergan has made its approaches and technologies used to achieve the results captured in Principle 8 available to the public through various initiatives such as the US EPA Energy Star and WasteWise Programs as well as through the Allergan website, trade publications and speaking engagements.

In 2011, Allergan posted a testimonial and supplied guidance to the CEO Water Mandate Steering Committee and Water Disclosure Working Group as to how Allergan has tackled water consumption reduction at its facilities worldwide. Allergan participated in the Water Action Hub survey conducted by Deloitte Global Services, Ltd. in conjunction with the CEO Water Mandate. The survey was designed to determine which water sheds CEO Water Mandate endorsers were interested in as part of their business operations. Allergan participated in the drafting of a Communiqué to be delivered to the Rio+20 Dignitaries at the upcoming Conference emphasizing the importance of water in all our lives.

In 2011, Allergan participated in the Caring for Climate C4C group and provided guidance and an example energy/greenhouse gas reduction project for the Committee to use in support of the Rio+20 Conference. Allergan also provided a profile of industrial energy efficiency to the US EPA Energy Star Program regarding its boiler system conversion and upgrade project at its Westport Ireland facility.

In 2012, Allergan continued its involvement and support of the Caring for Climate (C4C) and CEO Water Mandates. Allergan entered two case studies in the CEO Water Mandate Water Action Hub. Allergan recommended adding the Tiete River located in Sao Paulo Brazil to the Water Action Hub river basins along with a specific case study based on work conducted by our Brazilian operations. Allergan endorsed and helped prepare the RIO+20 Water CEO Communiqué presented at the Rio+20 meetings in Rio De Janeiro. Allergan also participated in the Sustainable Energy for All (SE4All) preparations as well as the Caring for Climate presentations and notices to the Rio+20 representatives.

### **Principle 10 Corruption**

Allergan has established positions against corruption including bribery in its Code of Conduct. Allergan has also committed to the UN Global Compact Anti-Corruption and Bribery Principle by becoming a signatory to the CEO Letter on Anti-Corruption. In 2011, Allergan committed to three charters and principles that provide for the protection of Human Rights, including the UN Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, and the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Society. Allergan is in alignment with each of these sets of Principles and found its commitment to them to be a natural method to strengthen its resolve in the area of corruption.

In 2012, Allergan continued its commitment to its Code of Conduct and ensuring that employees and representatives of the company continue to follow the Code by providing extensive training regarding the expectations based on the Code of Conduct and requiring that all employees complete this training process.

### **Conclusion**

Allergan will continue to enhance support of the UN Global Compact Principles. Allergan will collaborate with the UN Global Compact on methods and means to improve its performance and the performance of all entities regarding these Principles.

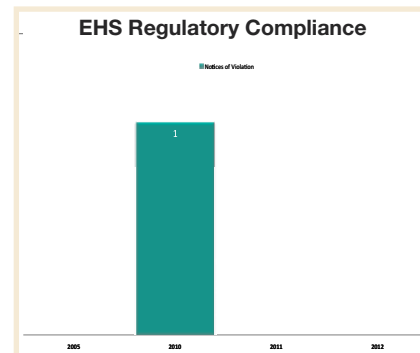


## Allergan and the Precautionary Principle

Allergan has always practiced the precautionary principle with regard to its products and operations. The inherent nature of researching and developing drug products for human use demonstrates the precautionary principle in action. Allergan considers the impacts of actions undertaken through a rigorous risk assessment process with multiple gates through which the company proceeds when the multitude of risks are determined to be acceptable to Allergan and the various stakeholders in the process including patients, physicians, employees, government officials, investors, and others.

## EHS Regulatory Compliance

Allergan did not receive any regulatory EHS penalties or fines in 2012. Allergan continues to be viewed by local regulators as a model business. The Allergan Medical facilities have had no adverse impact on Allergan's regulatory performance. Allergan has maintained very low levels of notices of violation for exceeding permitted limits at all its R&D and manufacturing locations over the past fifteen years. In 2012, this trend continued.



## Management Systems

Allergan does not currently have any ISO certification. However, we follow an extensive EHS Achievement Program involving three levels of certification with several requirements to be accomplished by our facilities. Each level of achievement is described in a manual which consists of the Allergan EHS policy, a description of the achievement level, a series of environmental and occupational health and safety requirements, training materials, model SOPs, compliance checklists and appendices. All Allergan facilities are expected to operate in conformance with Level I (Compliance). For operations recently acquired, Level I achievement is required one year after acquisition. Level I facilities can be characterized as being able to identify and control hazardous materials and hazardous operations. All Allergan facilities are expected to transition to Level II (Prevention), within two to three years of achieving Level I (compliance). By achieving and maintaining Level II requirements (prevention) Allergan managers can be confident that their facilities have management systems in operation which "prevent" non-compliance. Level II facilities can be characterized as managing to prevent

environmental, health and safety problems. Finally, all Allergan facilities are expected to transition to Level III (Leadership) within three to four years of achieving Level I (compliance). Level III requirements (leadership) means the business has achieved the highest standard of EHS performance and is positioned to pursue unique business opportunities, such as ISO 14001 certification or equivalent. Level III facilities can be characterized as communicating our improving EHS results. To confirm attainment of each level of our program, our facilities are audited by qualified auditors approximately every two years. Along with internal audits, Allergan also performs evaluations concerning our suppliers in order to guarantee business continuity as well as to evaluate their sustainability practices. In 2011, Allergan brought in a consultant to perform an ISO 14001 evaluation of our program and operations. Minor gaps were identified and are currently being addressed. This exercise has given us confidence that our internal programs meet the ISO 14001 and OHSAS 18001 standards and are essentially equivalent.

## Commercial Offices and Distribution Centers Programs

In order to ensure that Allergan was fully represented from an EHS point of view, Allergan created an EHS Program for our commercial offices and distribution centers around the world. Allergan representatives are responsible to present this program in the different regions and to periodically check on each location's progress with the Program. Commercial offices report sustainability data annually. Basic EHS programs are also included in status reports. Sustainability data reported

includes safety incidents, waste generation, utilities consumption, emergency response plans and training schedules.

Distribution Centers, which are all third-party managed for Allergan, also have an Allergan EHS Program to follow. Basic data is reported annually as with the commercial offices. Allergan continues to improve this program and expand its inclusion in all regions.

## Risk Assessment Process

Proactively identifying workplace environmental, health, and safety risks is a critical part of ensuring we provide a safe workplace for our employees, and reduce our environmental risks. Allergan's risk assessment process, facilitated by a web based tool, is completed by environmental, health and safety professional in consultation with engineers, management, and work area employees. The risk assessment process begins with

an identification of all tasks associated with a work activity, process, or the operation of equipment. After task identification, the EHS risks for each task are identified and evaluated based on frequency, likelihood of occurrence, and severity. Corrective actions are identified, and implemented to reduce the risk medium and high risks.

## Corrective Action Process

In 2012, Allergan integrated corrective / preventive action management into our existing EHS Information Management System powered by ProcessMAP. Integration into AEIMS has facilitated higher accountability for completion of corrective actions identified from audits, inspections, near miss event, and other EHS non-conformances. This enhanced process has allowed for development of more effective preventive actions and has reduced the likelihood for reoccurrence of non-conformances.

	2010	2011	2012
Number of Risk Assessments	47	109	264
Corrective Action / Preventive Actions (audits, incidents, risk assessments)	NA	133	542

## Allergan's EHS Audit Program

Allergan has a comprehensive program in place for conducting environmental, health and safety audits of our internal operations and select external suppliers/contractors. The objective of the audit program is to identify EHS risks and compliance gaps and to identify best practices across our various locations. Corrective and prevention action plans are developed for identified risks and tracked to closure. The audit process promotes vertical standardization from the corporate office to the worldwide network of plants as well as horizontal standardization among the various departments within the business.

The EHS audit process is complementary with the worldwide quality assurance (WWQA) audit program. Although the scope of the EHS and QA audits are different, the systems employed to manage such audits are now similar.

The EHS audit program consists of 9 key categories. Categories 1 - 5 correspond to the WWQA audit program categories. Categories 6 - 9 are unique to the EHS audit program.

- 1. Category 1:** Allergan Sites (manufacturing, R&D, commercial offices, distribution centers)
- 2. Category 2:** Allergan Third Party Contractors
- 3. Category 3:** Component Supplier/ Manufacturer
- 4. Category 4:** Raw Material Manufacturer/ Supplier/ Repackager
- 5. Category 5:** Contract Laboratories and Sterilization Facilities
- 6. Category 6:** Hazardous Waste Treatment, Storage and Disposal Facilities (TSDF)
- 7. Category 7:** Environmental due diligence related to property and business acquisition.
- 8. Category 8:** EHS audits of facility closure or divestiture
- 9. Category 9:** EHS audits of financial disclosure requirements

Through the EHS audit program Allergan has been able to minimize the EHS risks associated with its facilities, the risk of supply interruption from suppliers or third party manufacturers and the risk of regulatory action (non-compliance) or community complaints against Allergan.

## Sustainable Supply Chains

### Sustainable Supply Chain Projects

Allergan completed a project in 2012 to evaluate its supply chain from a greenhouse gas emissions and water consumption perspective. Allergan contracted with Trucost to identify what the contribution of a subset of its supply chain was to Allergan's carbon and water footprints. Based on 2011 financial spend, Allergan was able to select the top approximately

200 supply chain partners to be evaluated by Trucost. Trucost through various internal methods was able to assign values to each company for both greenhouse gas emissions and water consumption attributable to Allergan's footprints. Trucost also identified the top ten companies for Allergan to work with to reduce the supply chain's contribution. Allergan is beginning to work with these suppliers to reduce these aspects.

Allergan began to work with Ecodesk at the end of 2012 and through to present to develop a better picture of these footprints by following the Ecodesk model. In this model, Allergan provided its supply chain data for both 2011 and 2012. The top approximately 200 suppliers are being approached to create a profile for their company in Ecodesk and to link their energy and carbon emissions to Allergan's Ecodesk profile. Thus, Allergan would be able to get direct energy consumption and greenhouse gas emissions from the company rather than relying on the estimates developed through the Trucost process. To date, Allergan through Ecodesk has contacted 110 suppliers and received over 70 responses and completed Ecodesk profiles. This has given us a preliminary view of who the most significant supply chain partners are that Allergan should work with to reduce their energy consumption and greenhouse gas emissions. Allergan expects to have contacted the first approximately 200 supply chain partners by the end of June 2012. We will then evaluate if we want to go further into the total supply chain. Allergan is also creating strategies to work with the suppliers identified as significant in the second half of this year.

Allergan also joined the Pharmaceutical Supply Chain Initiative (PSCI). This consortium of pharmaceutical companies is tackling comprehensive sustainability supply chain auditing. The audit protocols include social aspects such as human slavery and trafficking, child labor, ethics, compensation, benefits and other human rights, governance including ethics and human rights abuse management, and environmental management and performance. These audits will supplement Allergan's existing supply chain audit process. PSCI is in its second year of existence but we have high hopes that this process will expand and provide a very valuable service. Other opportunities to work with the members are being explored. PSCI has completed 15 supply chain audits to date and is planning another 15 by the end of 2013. These audits will allow Allergan to better manage its supply chain.

#### **California Transparency in Supply Chains Act of 2010**

The California Transparency in Supply Chains Act of 2010 is intended to provide public information from manufacturers regarding the activities they engage in to monitor their supply chains to prevent human trafficking and slavery. These disclo-

tures allow businesses and consumers to make more informed decisions regarding the products they choose to purchase and the companies with whom they choose to conduct business. Allergan is committed to conducting business only with suppliers who adhere to the highest ethical standards and comply with laws and regulations applicable to their business. Allergan has undertaken actions to ensure that the services and materials provided to Allergan meet this commitment.

#### **Supplier Assessments and Qualification**

Prior to engagement of a supplier, Allergan evaluates the supplier through a risk-based assessment. Such assessments may include supplier questionnaires and audits of supplier facilities. Allergan expects all potential suppliers to comply with the highest ethical and quality standards.

#### **Supplier Performance Reviews**

Allergan is committed to continuous improvement in its supply chain. Allergan and its suppliers monitor business performance through periodic evaluation and review of defined performance targets and objectives.

#### **Supplier Audits**

Allergan also regularly audits suppliers to confirm compliance with supplier performance and quality standards. Audits are performed by Allergan or third parties contracted by Allergan.

#### **Supplier Agreements**

Allergan has supply agreements, quality agreements and/or purchase order terms and conditions with all of its suppliers. These contracts include agreement to comply with all laws and regulations applicable to the supply of the service or material.

#### **Employee Training and Compliance**

All Allergan employees are required to comply with Allergan's Code of Business Conduct and Ethics. All Allergan employees participate in annual training on the company's Code to ensure understanding and compliance with the requirements of the Code. This training includes training on ethical decision making and upholding laws and regulations. In addition, Allergan maintains a compliance program that conducts regular audits of the requirements under the Code, investigates potential violations of the Code and takes disciplinary action when necessary.

**Allergan launched a supplier engagement programme in January this year utilising open data platform Ecodesk. An on-going programme, the aim is to calculate scope 3 (indirect) emissions through gathering data across four metrics; water, waste, energy and carbon emissions. As an industry leader, Allergan prides itself on recognising the impact its products and services have outside its immediate control. Allergan has already contacted almost 200 of its top suppliers to encourage them to take part in Ecodesk's open data initiative and plans to extend this through further supplier phases to gain full knowledge of supply chain impacts.**

**"Allergan is one of our most proactive clients and is clearly committed to implementing a transparent supply chain strategy as part of its wider sustainability initiatives," commented Nick Murry, Chief Sustainability Officer at Ecodesk. "It is showing leadership in the pharmaceuticals sector through the use of open data to exploit efficiencies at every point in the supply chain."**

**Account Manager Begum Kurkcu commented: "Allergan has been a pleasure to work with, as the company understands the full range of benefits that can be obtained through the use of the Enterprise Programme initiative. Allergan is already seeing these benefits through monitoring environmental metrics on a single open platform."**

# Innovation

Allergan's world-class research and development (R&D) program embodies our efforts to bring the best of medicine to life. Scientists and researchers work closely with medical specialists to transform novel compounds into new therapeutics that help improve quality of life.

Our commitment to R&D has been evident since the 1950's, when we began pioneering new treatments to help preserve and protect eye health. Since then, our investment in R&D has progressively increased to a level that is considered best in class for the industry, and we have followed our products into new specialty areas. Our R&D programs today are focused in eye care, neurosciences, medical aesthetics, medical dermatology, gastroenterology (obesity intervention), and urological diseases. Currently, we are investigating a rich arsenal of potential new treatments for chronic migraine, debilitating neurological conditions, eye disease, and overactive bladder, among other conditions. Significant progress in these areas is expected to be made over the next decade - advances in which we look forward playing a prominent role.

Since Allergan's founding, the ability to listen and to learn - from our customers, and from each other - has been a cornerstone of our success. Allergan's R&D culture reflects this, providing an open forum for scientists to share ideas, collaborate on projects, and gain access to the latest research. Access to world-class technology combined with intellectual stimulation results in a dynamic environment where scientists are excited about the work they do and committed to pushing the boundaries of what is possible.

Our R&D organization is structured into integrated teams that focus on discovery for different drug targets. This unique architecture affords many benefits. Scientists normally

confined to specific tracks have the opportunity to be involved in the full life-cycle of development, from early-stage exploration to human clinical testing, for a much broader perspective. Additionally, meticulous research is streamlined with highly efficient project and information management, which can save years and millions of dollars from the overall cost of drug development.

Most of our discovery and development programs are initiated internally, which sets us apart from many other health care companies. Simultaneously, we explore new market opportunities and search for partnerships to develop superior technologies that are complementary to our own business model.

In short, at Allergan, there is only one way in which we view the purpose of science and innovation - to identify those needs in health care that are unsolved and commit to finding solutions through a meaningful R&D investment that fuels future growth. This is our unwavering commitment.

Allergan has a rich and promising pipeline of new therapeutics and innovative technologies in specialty areas including eye care, neurosciences, medical aesthetics, medical dermatology, urologics, and gastroenterology. We focus on novel therapies with the power to advance treatment paradigms and have numerous compounds in various stages of clinical development.

While most of our discovery and development programs are developed internally - making Allergan quite unique in the industry - we are continuously looking for partnerships and superior technology that complement our business model. Some of our current collaborations include:

- An exclusive licensing agreement with Sanwa Kagaku Kenkyusho Co., Ltd. (Sanwa) to develop and commercialize POSURDEX® for the ophthalmic specialty market in Japan. POSURDEX® is a form of dexamethasone, which can be delivered in a bioerodable implant for macular edema and retinal vein occlusion.
- A multi-year alliance with Sirna Therapeutics, Inc. to develop Sirna-027, a novel RNAi-based therapeutic currently in clinical trials for age-related macular degeneration and to discover and develop other novel RNAi-based therapeutics against select gene targets for ophthalmic diseases.
- A license with Inspire Pharmaceuticals, Inc. to develop and commercialize Prolacria™ (diquafosol tetrasodium ophthalmic solution 2%), that Inspire is investigating for the treatment of dry eye.
- A strategic research collaboration and license agreement with ExonHit Therapeutics to identify new molecular targets based on ExonHit Therapeutics' gene profiling DATAS™ technology and to work collaboratively on the development of unique compounds and commercial products based on these targets.
- An exclusive worldwide alliance with ACADIA Pharmaceuticals for the discovery of alpha adrenergic drug candidates for treatments in ophthalmology and pain.
- An exclusive licensing agreement with Kyorin Pharmaceutical Co., Ltd. to develop and commercialize ALPHAGAN® and ALPHAGAN® P for the ophthalmic specialty market in Japan.
- An exclusive licensing agreement with Senju Pharmaceutical Co., Ltd. to develop and commercialize LUMIGAN® for the ophthalmic specialty market in Japan.
- An arrangement with Stiefel Laboratories, Inc. where Stiefel will develop, manufacture, distribute and promote dermatological products containing Allergan's innovative tazarotene compound.

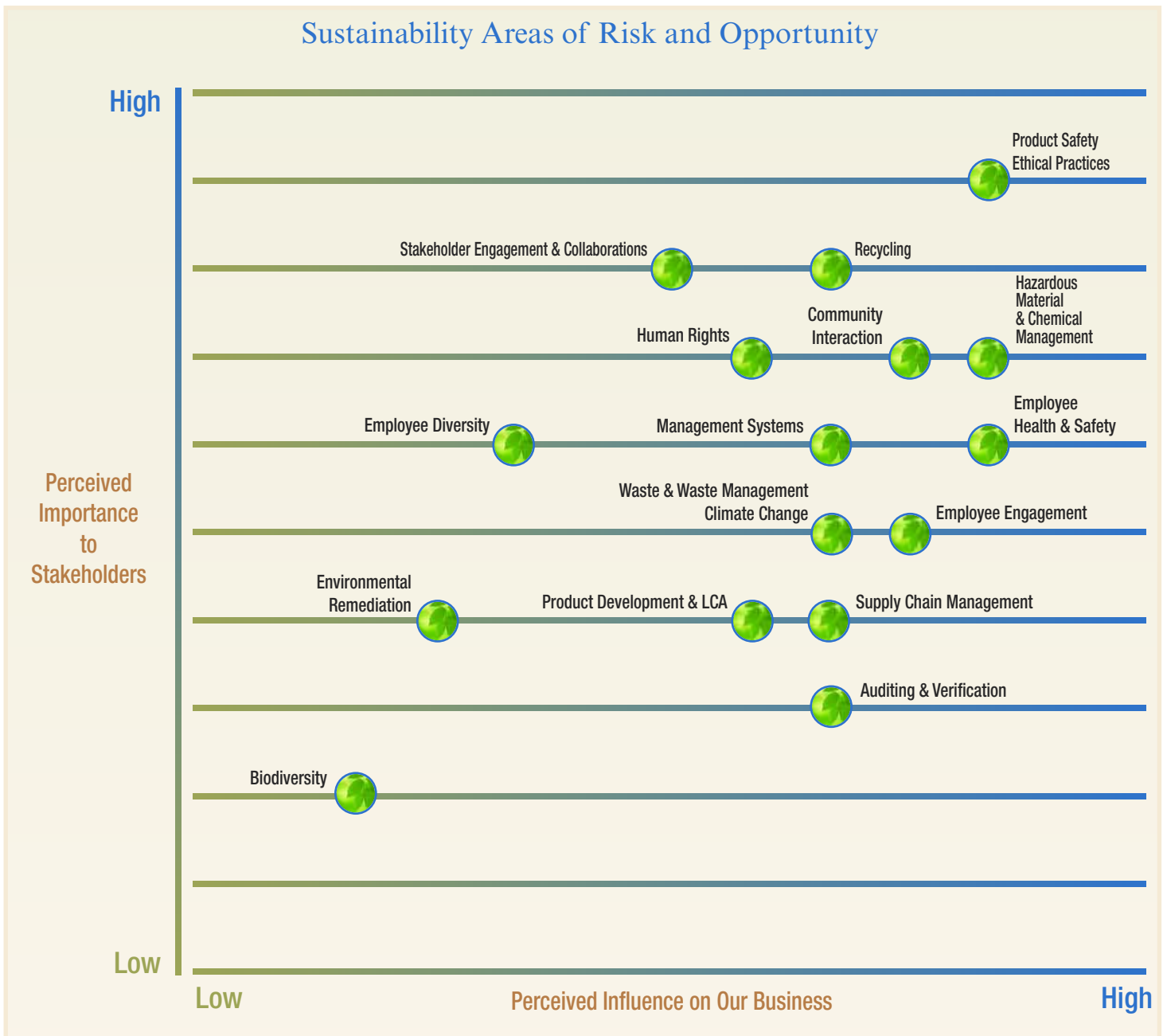
# Impacts, Materiality, Risks, and Opportunities

Based on internal analysis of risk and opportunities, the following figure represents Allergan's view of perceived importance of various sustainability areas to our stakeholders and potential opportunities to positively differentiate Allergan from our competitors. Allergan has aligned its strategic objectives and annual objectives with the stakeholders' greatest perceived importance combined with the greatest positive influence on our company. As reported in various sections of this report, Allergan continues to set a high bar for itself. Achieving these objectives has also allowed Allergan to place resources against improving its sustainability footprint. Opportunities continue to present themselves in the areas of product safety ethical practices, stakeholder engagement, community interaction, employee engagement, and supply

chain management. The other areas have significant objectives applied to them and are being attained at a rapid rate.

The environmental, health and safety and climate change related opportunities and risks identified are integrated into Allergan's Enterprise Risk Management (ERM) process which includes all organizational risks and opportunities. To assess materiality / priority each risk is rated from 1-100 based on impact and vulnerability. Factors used to assess impact include financial, reputation, legal, and our stakeholder. Vulnerability is evaluated against elements such as control, complexity of issue, and past experience. Higher rated risks/opportunities are considered material and communicated to Allergan's Board.

## Sustainability Areas of Risk and Opportunity



## Stakeholder Engagement and Collaborations

Allergan's view of stakeholders is very broad encompassing patients, doctors, employees, shareholders, upstream and downstream supply chain partners, regulators, governments, and non-governmental entities. Worldwide sustainability collaborations include various commitments with the UN Global Compact such as the CEO Water Mandate, Caring for Climate, and Anti-Bribery and -Corruption Support.

Allergan has shared best practices in water, energy and GHG management that it has instituted at its locations worldwide. We have participated in several committees in support of efforts to disseminate this information in collaboration with the UN Global Compact. Regulatory collaborations are extensive including USEPA Energy Star. Allergan has again shared best practices from its operations with others and continues to support the Energy Star philosophy. Business customer collaborations include Walmart, Kaiser, Target, French Hospital

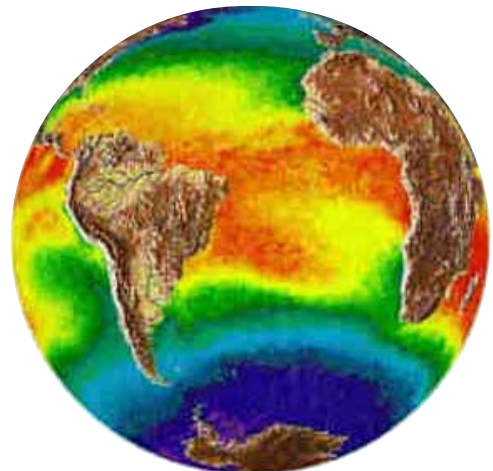
Systems among others. These collaborations have allowed these customers to understand where Allergan is on the sustainability spectrum. Non-governmental organization (NGO) collaborations include Red Cross, United Way, Carbon Disclosure Project, Newsweek Green Business rankings, SAM-DJSI investor index, EIRIS-FTSE4Good investor index, Maplecroft Climate Innovation Index, GRI G3 conformance and input into the reporting process and parameters among others. These have allowed Allergan to share and receive best practices as well as benchmark our programs against other best in class sustainable companies. Community collaborations include direct community support projects in Brazil, Costa Rica, Ireland, and the USA as well as indirect collaborations through the Allergan Foundation. We continue to evaluate our approach and performance in order to drive continuous sustainable improvement at Allergan.

## Managing Climate Change

Allergan has been addressing climate change risks for the past 20 years through development and implementation of energy conservation programs to reduce fuel and electricity consumption. Formally we joined the USEPA Climate Wise Program in 1996. Previous to this Program involvement, Allergan was looking for efficiency improvements regarding energy use. Allergan joined the USEPA Energy Star Program in 2000 after having participated in the USEPA Green Lights Program from 1994 to 2000. Allergan participated in the US DOE 1605b Voluntary Greenhouse Gas Reporting from 1998 through 2007. Allergan has responded to the Carbon Disclosure Project (CDP) since 2004. For 2012 Allergan was recognized by CDP by being placed on CDP's Global 500 Carbon Performance Leadership Index (CPLI) and the CDP S&P 500 Carbon Performance Leadership Index (CPLI). We were only 1 of 2 healthcare companies to receive "A" performance score. Allergan has participated in the California Climate Action Registry between 2006 and 2008 and participated in The Climate Registry for 2008 and 2009. Allergan submitted its North American 2008 GHG emissions data to The Climate Registry in 2009 and submitted the 2009 North American GHG emissions data in April 2010. For the past 3 years Allergan has used the services of an external consultancy to verify our Scope 1 (direct) and Scope 3 emissions (Appendix A). This verification was conducted in accordance with ISO 14064 – (Greenhouse gases -- Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals). Allergan Pharmaceuticals Ltd. located in Westport Ireland has had a greenhouse gas permit since 2006. The location has successfully been able to meet the commitments of the permit and more in this short time. The permit requirements are externally verified each year by a third party under the auspices of the Irish EPA.

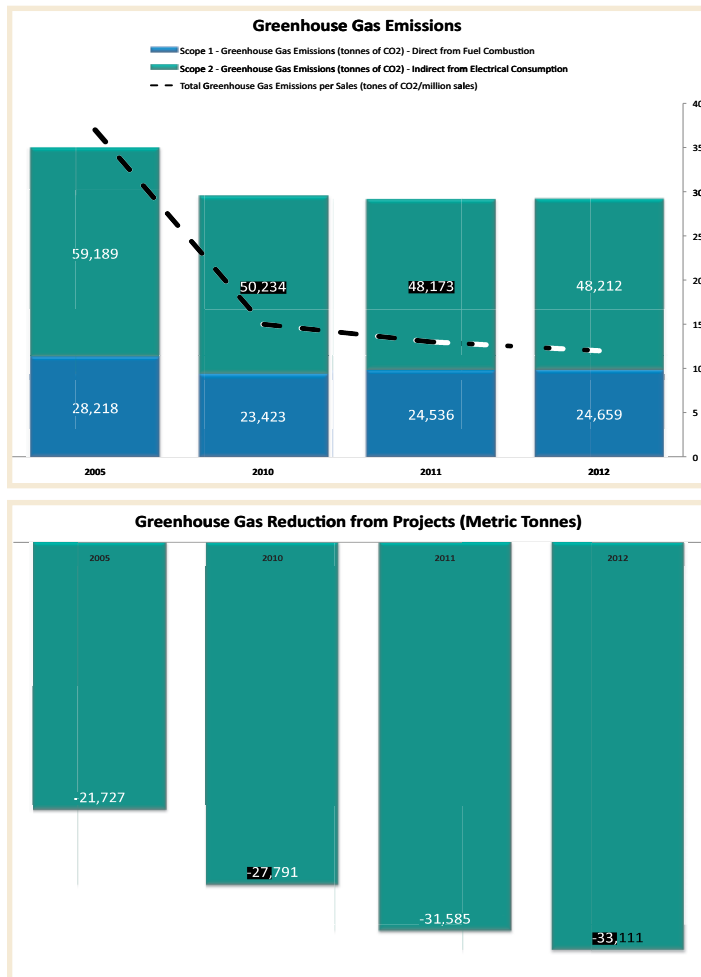
All Allergan facilities are reporting energy consumption. All R&D and manufacturing facilities have targets regarding energy consumption reductions and efficiency improvements. The Allergan vehicle fleets worldwide are reporting energy consumption and have established auto selections in their fleets that are improving fuel efficiency. Allergan is collecting information from commercial offices and distribution centers (generally third-party operated). Allergan is also measuring carbon footprints for its facilities and the corporation as a whole as well as testing how this process would be conducted and developed for specific product lines. This is a challenging endeavor given all the options for supply chains regarding each product.

Allergan sees opportunity in these endeavors and anticipates that the implementation of these approaches will better position the company for sustainable growth.





The 2012 overall GHG emissions for Allergan manufacturing and R&D operations are presented in the following figures.



Scope 1 GHG emissions refer to the direct GHG emissions resulting primarily from combustion processes. Scope 2 GHG emissions refer to GHG emissions resulting primarily from the consumption of purchased electricity. In 2012 our GHG emissions remained flat vs. 2010 even with an increase in sales and production.

Allergan met the planning period goal of reducing GHG emissions by 5% for its R&D and manufacturing operations using 2005 as the baseline year with more than a 15% reduction over the five-year period. With that achieved, Allergan has set an aggressive goal of 15% reduction during the next five-year period to end in 2015, using 2010 as the baseline. Our 2012 we reduced our absolute GHG emissions by 1% compared to our 2010 baseline.

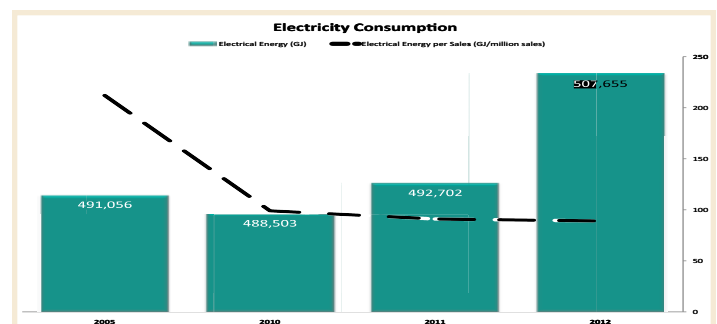
On a normalized to sales basis, the GHG emissions decreased by 7.5% in 2011 vs. 2010. Allergan has aggressively improved the energy efficiency of existing systems and designed energy efficiency into new projects. The company has also consolidated operations. The energy efficiency improvements translated into avoided GHG emissions based on carbon dioxide equivalence, which cumulatively total more than 33 thousand metric tonnes in 2012.

## Electricity Consumption Trend

Allergan began a decrease in electrical energy consumption in 2000 due to upgrading manufacturing equipment, energy efficiency in renovations and new buildings, and consolidation of facilities. This trend in reduction had reversed between 2002 and 2005 due to major expansions at all major locations. The acquisition of Inamed Corporation also added a new base to the utility and waste aspects of Allergan performance in 2006. The acquisition of Allergan Laboratoire Corneal and EndoArt SA in 2007 and Serica Technologies, Inc. in 2011 also increased the overall electrical consumption. These sites are now collectively known as Allergan Medical. In 2012 versus 2011, electrical energy consumption increased by 3% on an absolute basis. Allergan has used tools such as Lean 6 Sigma, DMAIC, metering and sub-metering, and Energy Star performance indicators to ensure that energy efficiency is maintained. The Inamed locations have several energy efficiency opportunities being implemented. Allergan has set an aggressive goal to reduce energy consumption by 15% by 2015 using 2010 as the baseline year. Plans are developing to ensure that this goal is achieved. On a per production unit basis, the electrical energy consumption has decreased since 2005 in spite of the new business acquisitions. However in 2012 this an increase of 1.9% compared to 2011. On a per sales basis, the electrical energy consumption has decreased steadily since 1998. 2.2% improvement in sales normalized electrical energy consumption efficiency occurred in 2012 versus 2011. Allergan has consumed a percentage of its electrical energy produced by green power sources such as wind, solar, geothermal, biomass and small hydroelectric. The green power purchased now makes up 17% of Allergan electrical power sources for all facilities worldwide. Allergan has chosen the high bar defining what constitutes green power by using the California definition of green power. The percentage would be much higher if one considered hydropower and nuclear as clean energy sources. All acquisitions through 2010 have been included in the data presented.

## Supply Chain

During the past 2 years Allergan has begun an initiative to gain a better understanding of the greenhouse gas emissions of our supply chain. In 2011, we contracted TruCost to model greenhouse gas and water emissions from our top 200 suppliers based on monies spent. In 2012, we continued our supplier engagement process by requesting greenhouse gas emissions data from our top 200 suppliers. We are in the process of evaluating this data. Our objective moving forward is to partner with our key suppliers on energy and greenhouse gas reduction initiatives.

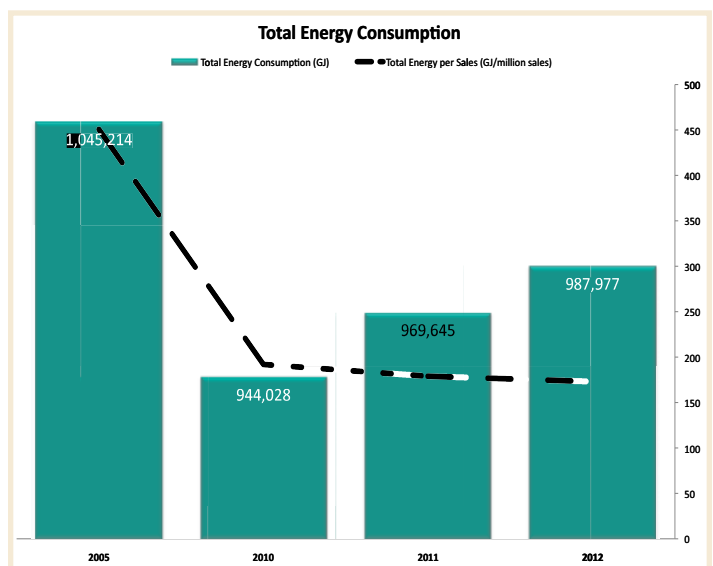
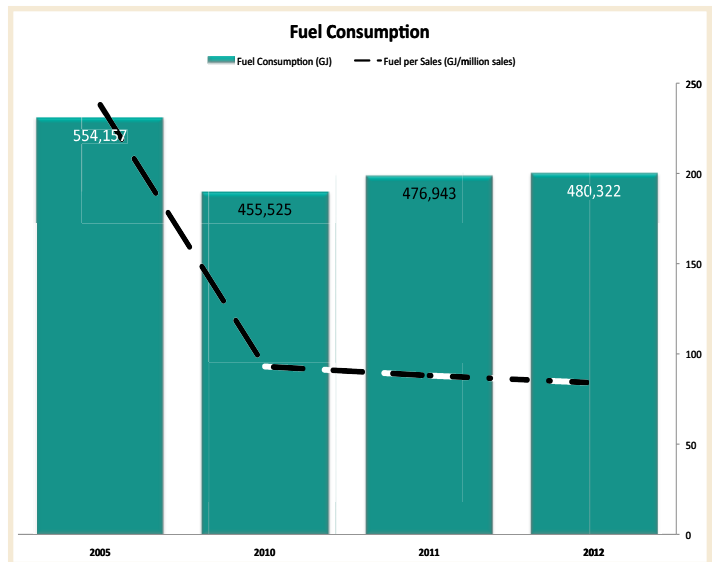


## Fuel Consumption Trend

Allergan's fuel consumption trend increased dramatically in 1995 due to the upgrading of a central utility plant at our Westport, Ireland facility. A second increase occurred with the same upgrades at the Guarulhos Brazil facility in 1999. A third expansion occurred at both Irvine (two new R&D buildings) and Waco facilities in 2004/2005. This was done to satisfy numerous expansion projects and increased manufacturing requirements from the Food and Drug Administration (FDA) and other Ministries of Health. In 2006, 2007 and 2010, Allergan acquired four new businesses. The impacts of these acquisitions and the expansions ongoing at each of the facilities have been fully integrated. Conservation projects were implemented in order to reverse the trend in fuel consumption at these and existing facilities. Allergan increased fuel consumption in 2012 by 0.7% vs. 2011 (absolute basis). Allergan has set aggressive energy reduction goal to reduce energy consumption including fuel consumption by 15% in 2015 using 2010 as the baseline year.

Overall, Allergan has implemented projects and reduced the total energy consumption by 10% in 2010 vs. 2005 far exceeding our strategic goal of 5%. In 2012, the consumption increased 1.9% vs. 2011 (absolute basis). Allergan has set a goal of reducing its overall energy consumption by 15% in 2015 vs. 2010. This is an aggressive target given all the work already seen generally a decline in total energy consumption on a per square meter basis since

2000. This trend demonstrates Allergan's effective energy management program. The reduction in 2010 vs 2005 was approximately 40% on a per square meter basis. In 2012, total energy consumption per square meter decreased by 1.3% compared to 2011. This was a reduction in the trend despite expansions occurring at most R&D and manufacturing facilities. The normalized trend demonstrates Allergan's commitment and results regarding energy conservation and management.



### Energy Conservation at work

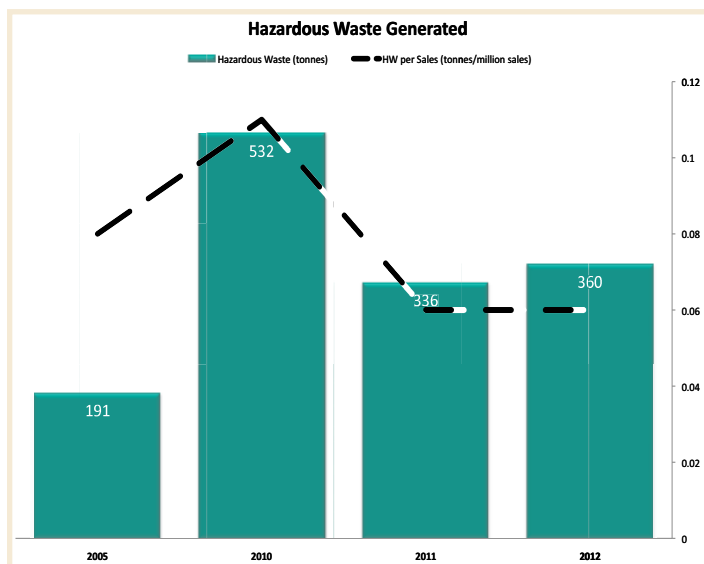
We implemented several projects in 2012 to reduce electricity, and fuel consumption. These projects resulted in over 1,000,000 KWH savings in electricity consumption and reduced our greenhouse gases by 800 metric tonnes. Below are examples of some of these projects:

- **Installation of window film on west and south facing office windows**
- **Replacement of Metal Halide Lamps with LED lights in various walkways/general lighting areas.**
- **Replacement of Steam Traps (GEM traps)**
- **Installation of Variable Speed Drives on Chillers and Pumps**
- **Improvement of autoclave sterilization cycles**
- **Improvement of compressed air utilization**
- **Upgrade of Lighting from T-12 to T-8 (24 watt) Fluorescent Tubes**
- **Installation of Motion Sensors on outlets**

# Waste Management and Recycling

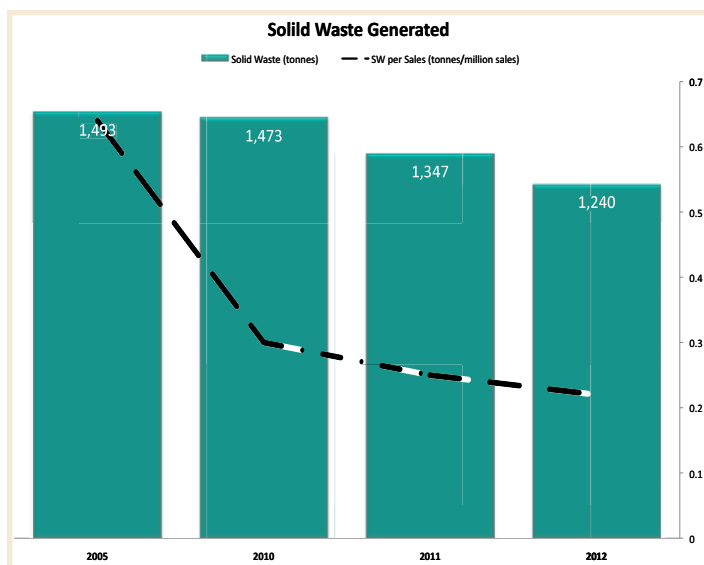
## Hazardous Waste Trends

On an absolute basis, the hazardous waste increased by 7% in 2012 vs. 2011. These waste increases occurred due to increased production rates. Allergan has set an aggressive target of 15% waste reduction based on 2010 levels to be achieved by 2015. The hazardous waste generation is also normalized to production quantities for purposes of showing efficiencies. A 5% increase was seen in 2012 vs. 2011 when normalized to units produced. The hazardous waste generation is also normalized to Allergan sales for purposes of showing efficiencies. The hazardous waste generated by the corporation and sent off site for disposal vs. sales between 2012 and 2011 remained unchanged. This normalized measures demonstrate that Allergan continues to become more efficient in its R&D and manufacturing operations.



## Nonhazardous Waste Trends

The goal for 2012 was to reduce the waste generated by 1% vs. 2011. Allergan achieved an 8% reduction in 2012 vs. 2011. The waste generated per production unit decreased by 8% in 2012 vs. 2011. The waste generated per sales units reduced 12% in 2012 vs. 2011. Allergan has set an aggressive goal for the five-year period (2011 -2015) to reduce waste generation by 15%. Plans are being executed to make this a reality.

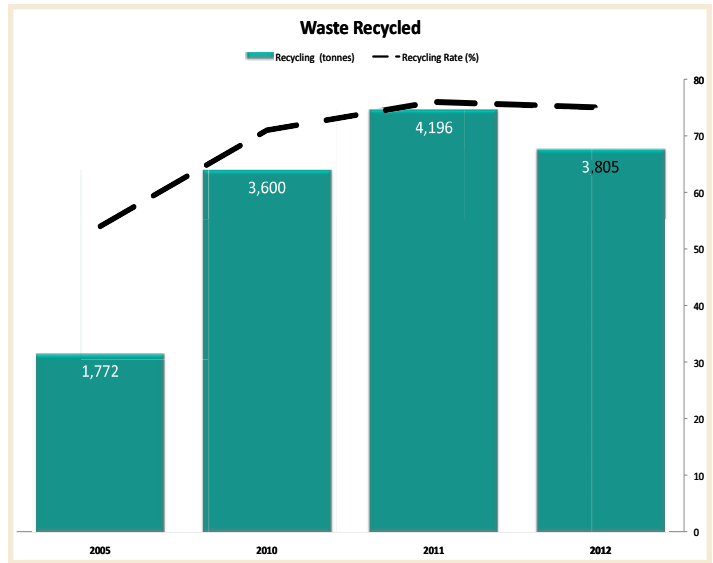


Nonhazardous waste reduction is accomplished in two ways: 1) waste prevention through improved production yields and minimization of packaging, and 2) recycling. As indicated below under the recycling section, the quantity of material recycled is tremendous. The amount of waste generated that is recycled is currently more than 75%. Allergan continues to participate in the US Environmental Protection Agency (US EPA) Waste Wise Program. Waste prevention, reduction, recycling, and purchase of recycled-content products are reported annually to the US EPA. Allergan has been recognized as a Waste Wise Program Champion or Climate Change Leader in 1998, 1999, 2000, 2001, 2005, 2009, 2010 and 2011, and received EPA commendations in 2002, 2003, 2004, 2006, 2007 and 2008.



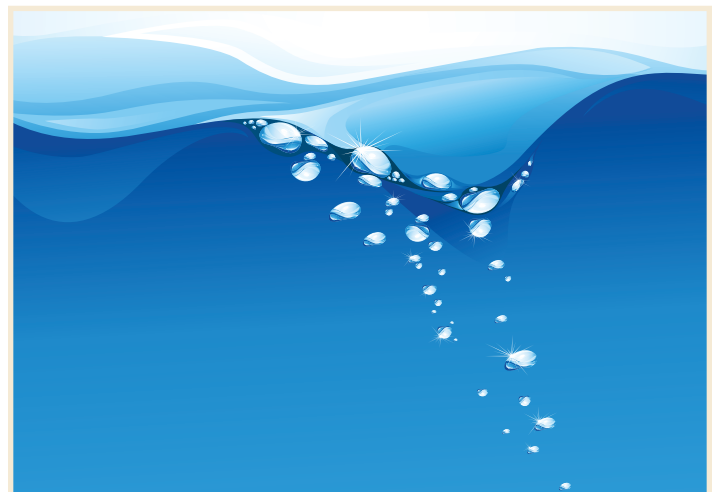
## Recycling Trend

Allergan increased its recycling rate from 29% in 1995 to 75% in 2012. The goal in 2012 was to maintain the recycling rate at 75% or greater which is the target for the strategic plan expected to be reached by 2015. Notable recycling rate improvements occurred at Allergan Medical Heredia Costa Rica and Allergan Medical Santa Barbara. Allergan Brazil and Allergan Pharmaceuticals Westport and Waco are still leading with the highest recycling rates. Allergan Westport just accomplished recycling 100% of their nonhazardous waste at the end of 2012. The absolute quantity of recycled materials was 3,805 tonnes in 2012. Recycling rate is derived from the total recycled materials quantity divided by the total nonhazardous waste generated including waste going to offsite disposal and waste being recycled.



## Water Management

In 2012, water consumption increased by 3% vs. 2011 in absolute terms. This was primarily due to an improved measurement capability at our facility located in Waco, Texas where in 2011 we had found that we were under estimating our water consumption. It is also expected with the major expansions and construction completed at all facilities that the water consumption will be more efficiently managed. Reclaimed water has been used at the Irvine location for many years for irrigation purposes. On a per sales basis, water consumption continues to decline. Water consumption normalized to facility area demonstrates the effectiveness of Allergan's water conservation programs. The use of lean 6 sigma processes to focus on water use and potential water conservation opportunities has yielded excellent results. Allergan has set an aggressive goal to reduce the water consumption by 15% in 2015 using 2010 as the baseline



# Wastewater Discharge Indicators

We regularly monitor wastewater discharge from our operating locations to ensure compliance with regulatory requirements. We have implemented various best management practices including secondary containment, employee training, and operational controls to prevent wastewater contamination.

## Chemical Oxygen Demand Trend

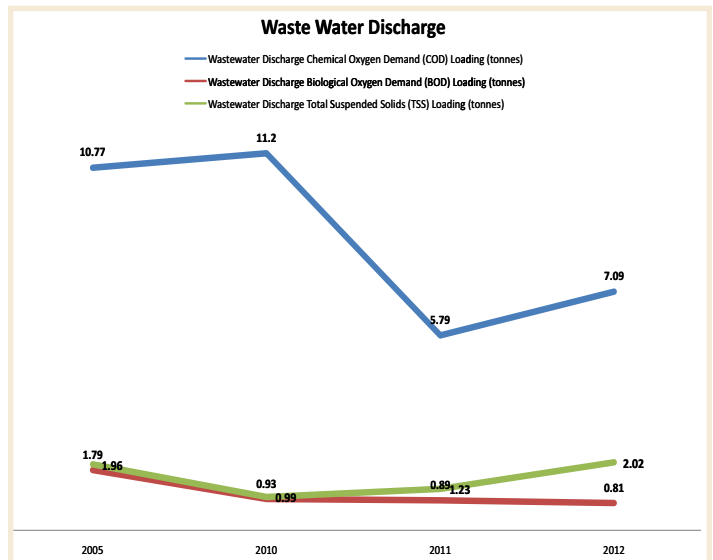
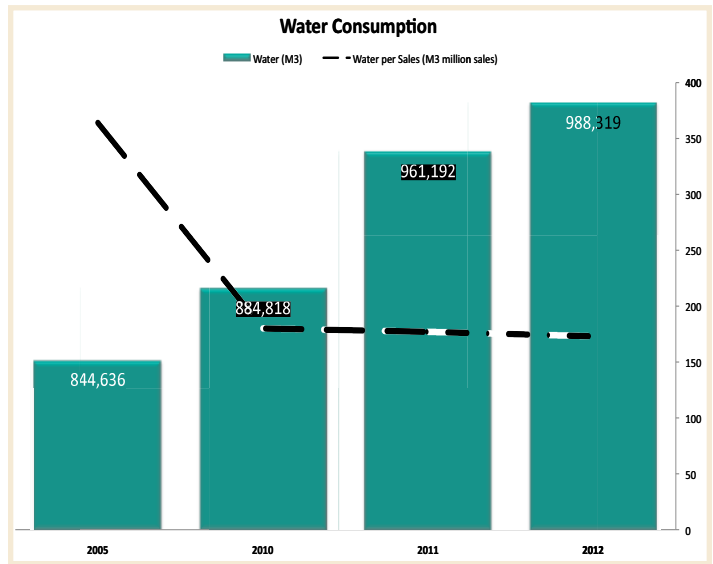
Chemical Oxygen Demand (COD), a measure of oxygen demanding chemicals in wastewater, has been reduced significantly due to wastewater equalization, neutralization and aeration facilities at the core manufacturing facilities. The improvement in materials use efficiency has also helped to reduce the COD levels. The COD emissions reduced to approximately 7.09 tonnes/year in 2012 and reduced by greater than 37% as compared to 2010 COD emissions figures. Allergan is currently well below permitted discharge levels for COD at all facilities.

## Biochemical Oxygen Demand Trend

Biochemical Oxygen Demand (BOD), a measure of oxygen demand through biochemical processes in wastewater, has been reduced significantly due to wastewater equalization and neutralization facilities at the core manufacturing facilities. The improvement in materials use efficiency has also helped to reduce the BOD levels. The BOD emissions reduced to less than 1 tonne/year. Allergan BOD emissions have reduced almost 9% in 2012 vs. 2011. Allergan is currently well below permitted discharge levels for BOD at all facilities that monitor this parameter.

## Total Suspended Solids Trend

Total Suspended Solids (TSS) in wastewater discharges from Allergan facilities have been reduced significantly. The improvement in materials use efficiency has helped to reduce the TSS levels. The pollutant discharge loads are being maintained at approximately 2 tonnes/year in 2012. Allergan is currently well below permitted discharge levels for TSS at all facilities that monitor this parameter.

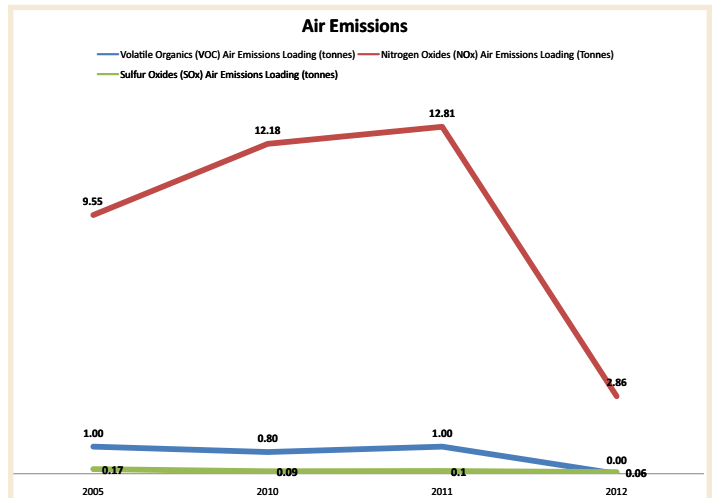


# Air Emissions Management

We regularly monitor relevant air emissions from our operating locations to ensure compliance with regulatory requirements. Our emissions are well within allowable limits established by local operating permits and regulations.

## Volatile Organic Carbon Emissions Trend

Allergan instituted controls to minimize the emissions of acetone from its Westport Ireland tablet coating operation in the early 1990s. Allergan developed and implemented new processes for tablet manufacturing and coating at its Guarulhos, Brazil facility in 1998. These process changes eliminated chloroform, methylene chloride, acetone, isopropanol, and ethanol emissions. The air emissions have been reduced to less than 1 tonne/year and reduced by greater than 99% as compared to 1999 emissions figures. In 2006, due to the “spin off” of the AMO manufacturing from the Westport facility,



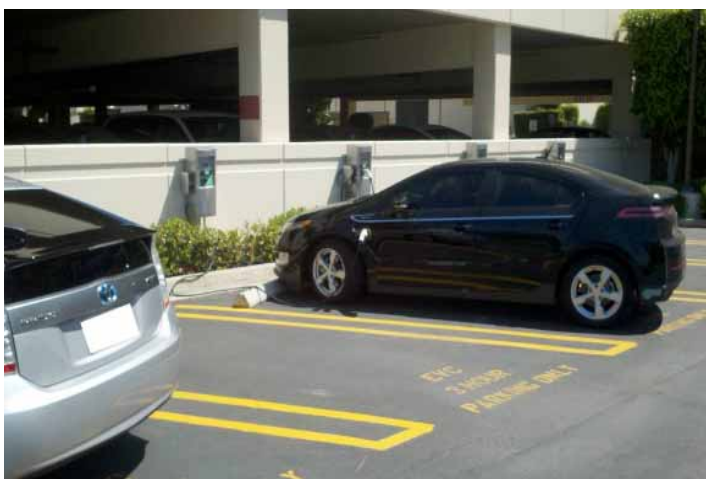
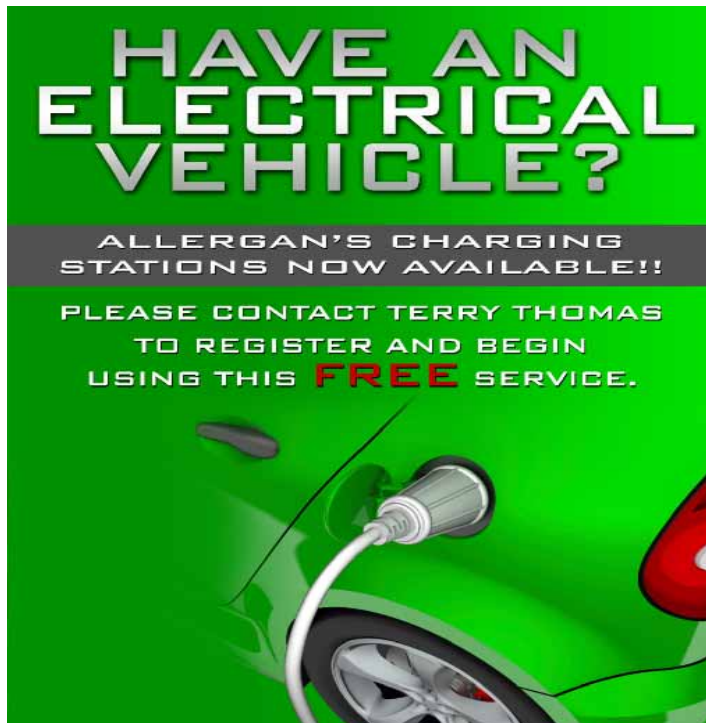
Allergan tablet coating emissions were eliminated from all Allergan facilities. This action met the intent of the goal to eliminate process-related volatile organic compound (VOC) air emissions from all facilities by 2006. When Allergan acquired Inamed, now known as Allergan Medical, xylene emissions associated with implant manufacturing operations added another emission source to the Allergan inventory. Allergan is currently in compliance with all regulatory requirements regarding air emissions at its locations worldwide.

### Nitrogen Oxide (NOx) Emissions Trend

Allergan has negligible nitrogen oxide emissions from its facilities. These emissions are associated with fuel combustion regarding boiler operations primarily. The nitrogen oxide emissions are unregulated at most of the locations due to the low levels of these emissions.

### Sulfur Oxide (SOx) Emissions Trend

Allergan has negligible sulfur oxide emissions from its facilities. These emissions are associated with fuel combustion for its steam boiler operations primarily. The sulfur oxide emissions are unregulated at most of the locations due to the low levels of these emissions.



## Ozone Depleting Compound (ODC) Use

Allergan has eliminated 99% of the usage of ozone depleting compounds (ODC) at its facilities. In 2010, the use of CFC-11 in one chiller at Allergan Pharmaceuticals in Waco, an ODC, was discontinued resulting in an 18% reduction in CFC-11 use at Allergan as compared to 2009. However, the majority of the ODC in use or inventory, such as HCFC-22 and HCFC-123, were not being captured in this report prior to 2008 which is the reason for the overall increasing trend in the table. The remaining CFC-11 used in a couple of chiller units is planned to be phased out by 2015.

## Mercurial Preservative Consumption

Thimerosal, Phenylmercuric Acetate and Phenylmercuric Nitrate consumption has declined steadily since 1996. Product reformulations, new product introductions without thimerosal, phenylmercuric acetate and phenylmercuric nitrate, and product attrition have accounted for this decline. In 2010, the thimerosal, phenylmercuric acetate and phenylmercuric nitrate consumption declined by 99% versus 1996, which was exactly the goal established for the period.

# Hazardous Material Consumption

Allergan consumption of hazardous materials, as defined by US Occupational Health and Safety Administration (OSHA), during production continues to be measured. The amount of hazardous materials consumed in 2012 remained equivalent to that consumed in 2011 even with a significant increase in units produced. Allergan is very efficient with its raw material consumption and improving this every year.

## EHS Product Design

Allergan developed an Environmental Product Design Criteria (EPDC) in 1994. One product was evaluated against these Criteria in 1994. Over the preceding years, the Criteria have been modified three times with the latest revision including health and safety parameters as well as environmental parameters. The Criteria has a set of worksheets that are completed by both EHS and R&D representatives. One worksheet evaluates the new product formulations considering use of restricted materials (toxic metals such as cadmium, hexavalent chromium, lead, or mercury), threshold limit values (TLV), lethal dose measurements (LD50), threshold planning quantities, reportable quantities, generation of hazardous waste, use of carcinogens (including mutagens and teratogens), generate hazardous air emissions, generate toxic water discharges, or require any other governmental reporting. The second worksheet evaluates the packaging design for the new product and considers use of restricted materials (toxic metals such as cadmium, hexavalent chromium, lead, or mercury), packaging weight reductions as compared to existing similar products or alternative packaging options, recycled-content materials use, reusable by Allergan, packaging material recyclability, and level of packaging elimination versus existing packaging or other packaging options. A third worksheet totals the scores for each new product optional formulation and/or packaging. A fourth worksheet requires a justification for not selecting the options with the best EHS performance. The maximum score achievable is 100. Allergan evaluated existing products prior to 1994 to develop a baseline.

Allergan has consistently improved EHS product design over the period since 1994. The improvement in EPDC score has increased 65% when comparing pre-1994 EPDC scores to current average new product EPDC scores.

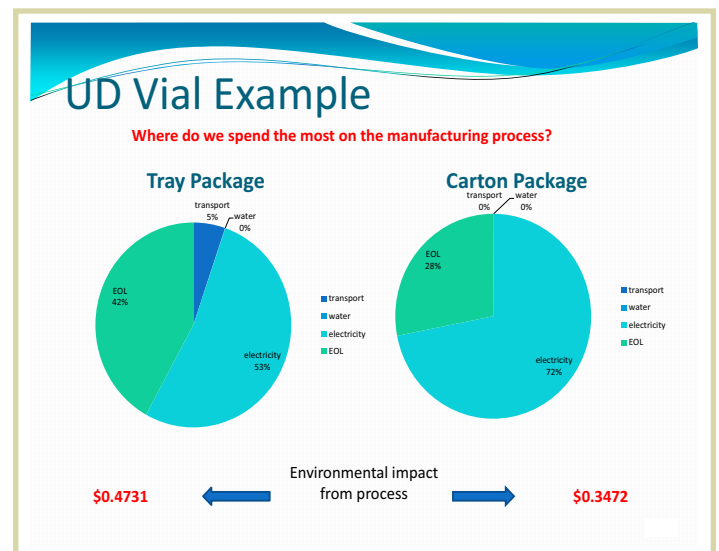
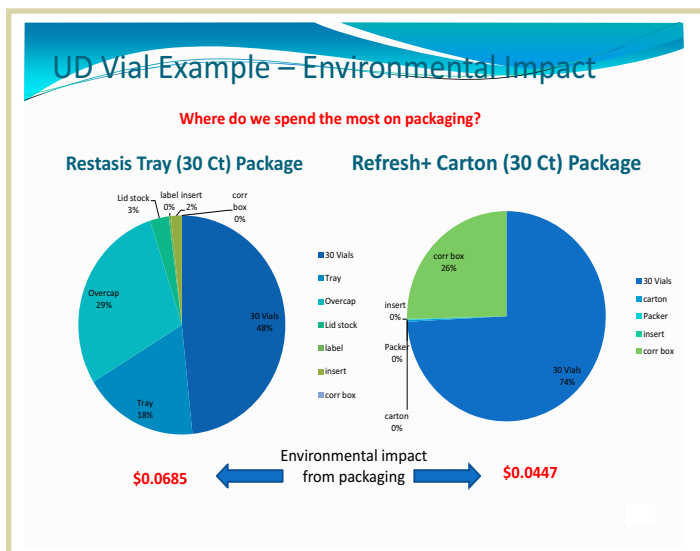
### Sustainable Packaging Improvements

In 2012, Allergan implemented two significant packaging projects based on life cycle and Ecocost modeling. The first project consisted of changing the LATTISSE® packaging lid stock from Tyvek to PET. This was not only cost effective but also allows the opportunity for this component to be recycled. PET is the same material used to make plastic water bottles.

The second project implemented was to eliminate the shrink wrap used on the RESTASIS® product packaging. This elimination of a layer of packaging not only improves the sustainability footprint of this product in the market but also reduces the amount of plant and equipment required to apply the shrink wrap layer of packaging to the product.

### Product Life Cycle Assessment and Ecocost Modeling

Allergan's packaging families have been modeled to allow the rapid ecocost assessment of desired packaging changes. The ability to quickly change components in a package design allows for better sustainable decisions to be made. The figure below shows the ecocost for the REFRESH® product package and the RESTASIS® tray package.

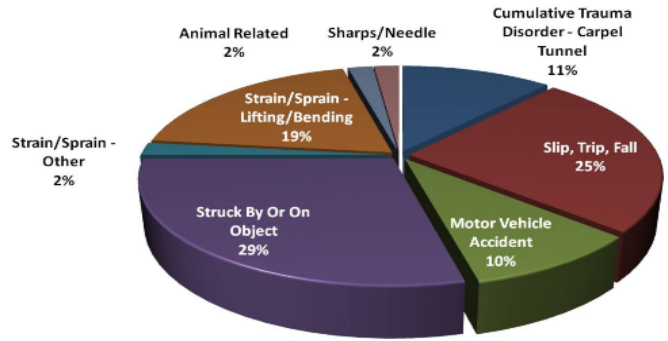


# Keeping Employees Safe

Allergan continues our top quartile safety performance as measured by the number of injuries/illness requiring treatment beyond first aid. In 2012, we achieved an incident rate of 0.71 incidents per 100 employees. This is Allergan's lowest incident rate on record. We also reduced the number of more severe incidents as measured by the number of incidents requiring days away from work or restricted time down to 0.46 incidents per 100 employees. We did not incur any Allergan employee or contractor employee related fatalities or significant injuries in 2012.

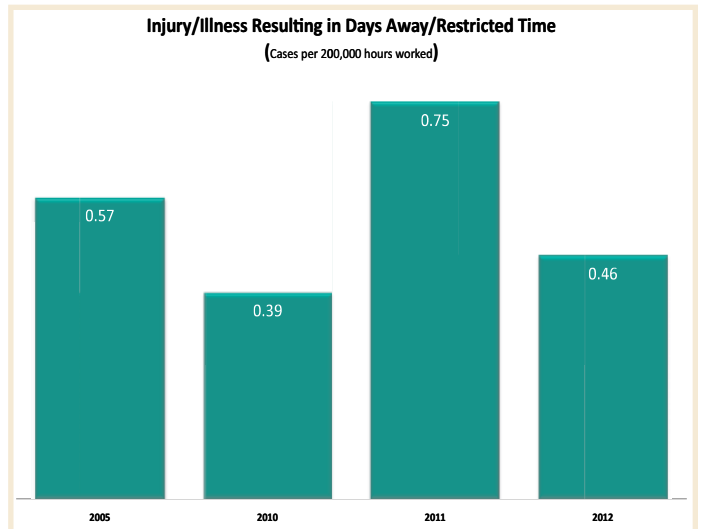
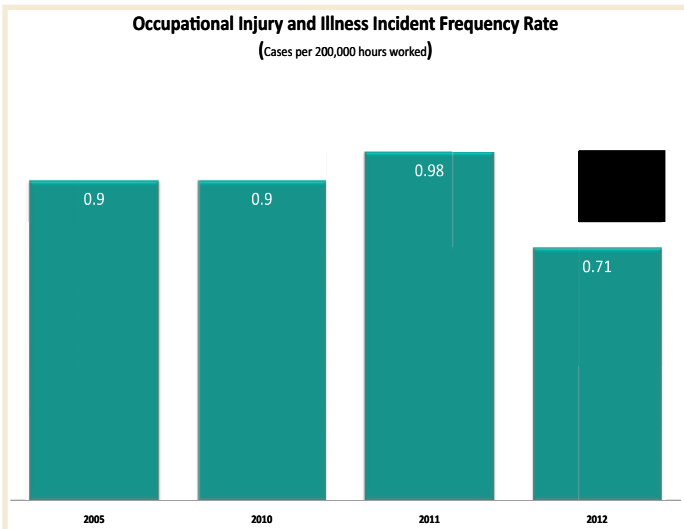
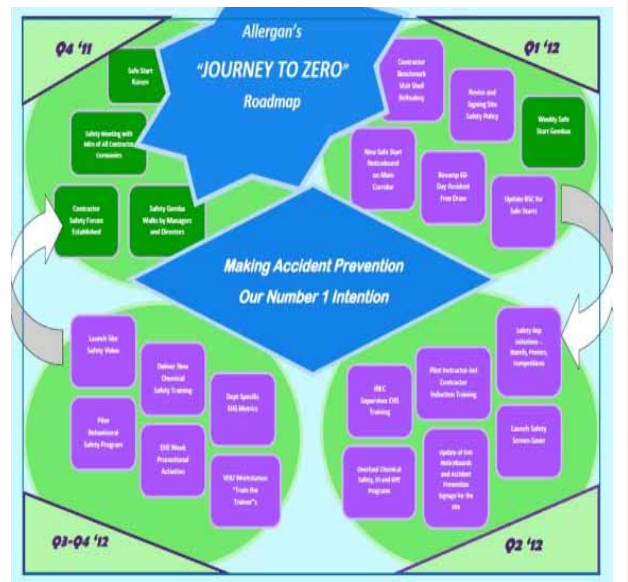
Slips/Trips/Falls, Sprains/Strains from lifting/bending, and being struck on/by objects were the three most frequent injury classifications in 2012.

Cause of Injuries & Illnesses - 2012



**We have implemented several programs to proactively identify workplace hazards and reduce employee incidents. These prevention programs include:**

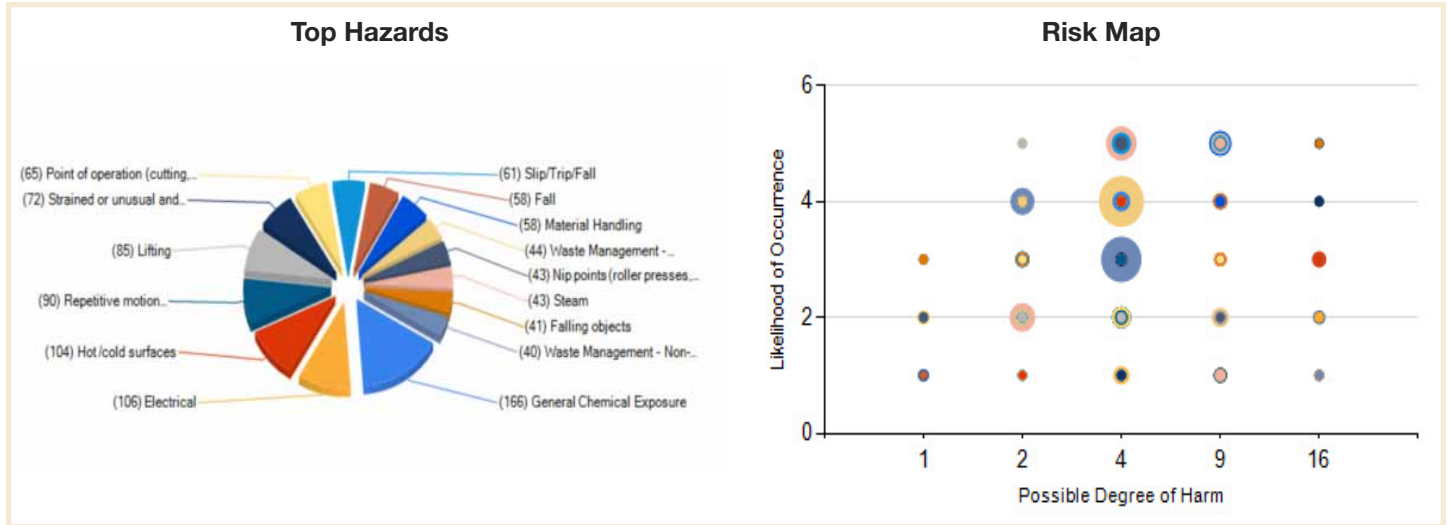
- Increasing employee awareness around workplace hazards and incidents. For example, one Allergan location identifies the location of incidents using signage. At another location, the incident investigation process includes a joint review of the incident area by the injured employee, area supervisor, area manager, environmental, health and safety and site senior management.
- Conducting detailed environmental, health and safety risk assessment of existing work-areas, as well as changes in processes or equipment.
- Sharing lessons learned from near-miss incidents across the organization.
- Implementation of a Behavior focused improvement process.





**Risk Assessment – Identify, Prioritize, and Correct**

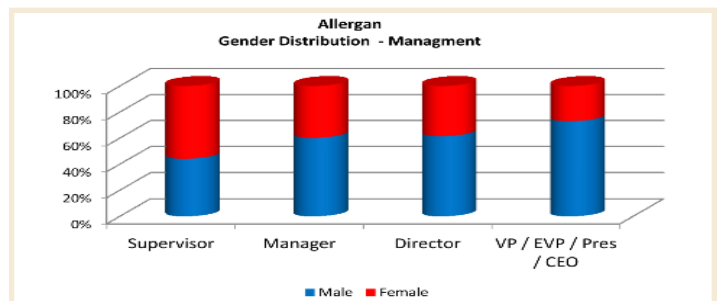
Proactively indentifying workplace environmental, health, and safety risks is a critical part of ensuring we provide a safe workplace for our employees, and reduce our environmental risks. Allergan’s risk assessment process, facilitated by a web based tool, is completed by environmental, health and safety professional in consultation with engineers, management, and work area employees. The risk assessment process begins with an identification of all tasks associated with a work activity, process, or the operation of equipment. After task identification, the EHS risks for each task are identified and evaluated based on frequency, likelihood of occurrence, and severity. Corrective actions are identified, and implemented to reduce the risk medium and high risks. For example at one Allergan location we completed 173 EHS risk assessments in 2012. Implementation of various corrective actions has reduced these risks by 50%.



**Diversity, Training, Development and Recognition**

**Employee Engagement**

Engaged and motivated employees are key behavior trait of successful organizations. In partnership with AON Hewitt, Allergan conducted a global employee perception survey to collect employee feedback on key engagement drivers including company practices, total rewards, career opportunities, work, people and quality of life. With an 83% participation rate the results of the survey indicate we are in the High Performance/ Best Employer range (based on Aon Hewitt’s model of



engagement). Our score of 68% engaged employees compares to 60% for global pharmaceutical companies, and 79% for global best employers. In our pursuit of continual improvement we have identified three key areas for further action. These focus areas include career opportunities, performance management, and work Processes.

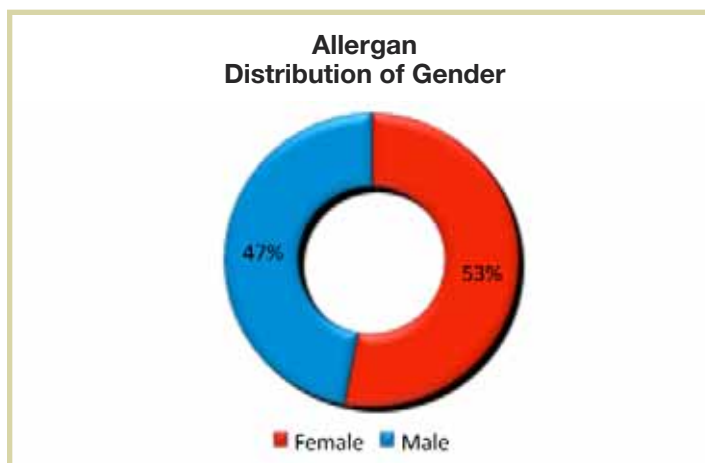
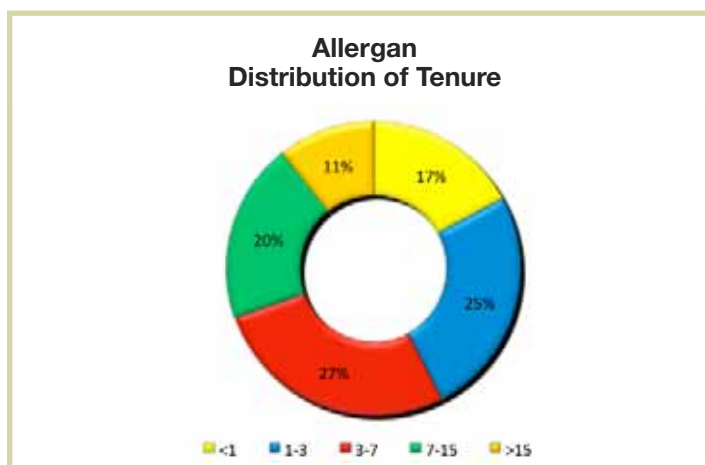
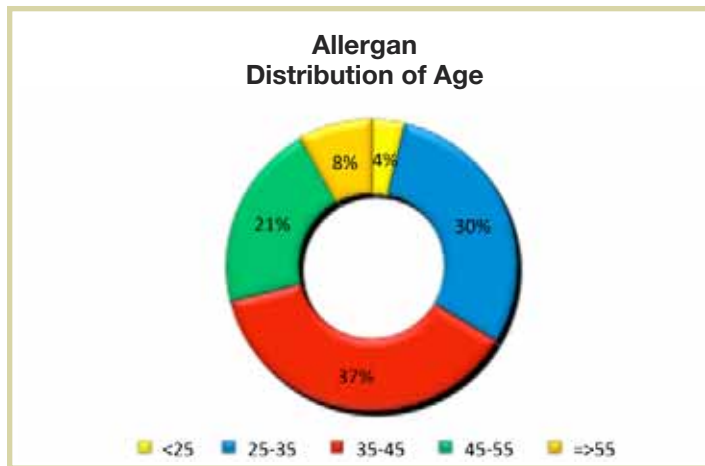
### Diversity

The strength of our organization rests upon our diverse, talented and committed employees, approximately 11,400 in 2012, an increase of nearly 13%. In 2012, we hired more than 1200 employees globally. We are committed to a diverse and inclusive workplace – where colleagues of all backgrounds have the opportunity to be successful. In 2012, women comprised 53% of our workforce and 40% of our leadership roles. This includes more than 39% of our manager and director roles, and nearly 27% of our executive positions. We are also fortunate to have two exceptional female members of our Board of Directors who bring truly exceptional credentials to our organization and are committed to its development. Also, 31% of our employees worldwide have worked at Allergan for more than 7 years.

### Learning & Development

We are committed to being an inclusive and developmentally rewarding place to work. Our lean and efficient structure encourages responsibility and accountability that enables each and everyone to make an individual and collective difference with the opportunity to be noticed and recognized for accomplishments. A comprehensive learning management system has been implemented to ensure consistent and comprehensive compliance and technical training takes place, and provides powerful reporting tools. In 2012, our employees averaged over 25 hours of training to further their development. We also offered 50 training classes focused on management and leadership. During the past 3 years we have made significant additional investments in career and leadership development and have rolled out a model and curriculum to ensure all of our employees have significant opportunities to grow and develop, and that Allergan has the talent pool necessary to sustain its growth.

We are also committed to providing competitive rewards for our employees. Our compensation programs are market-driven, reward our employees for superior performance and align with shareholder value creation



## Bioethics

Allergan assures that when working with biological agents, organisms, and toxins, it is done in the safest manner possible. Allergan assures that risks associated with work involving biological agents, organisms, and toxins are managed to the highest practical level. Allergan assures that strict compliance with international and national regulations and guidelines regarding design and operation of these types of facilities is in place. Allergan assures consistency between Allergan groups and sites using biological agents, organisms, and toxins. The same

standards apply at all Allergan facilities. Allergan continues to evaluate existing practices against current and state of the art practices.

Allergan meets Center for Disease Control (CDC) requirements and is licensed by the CDC to manage biological organisms and toxins. Allergan follows the Biosafety in Microbiological and Biomedical Laboratories (BMBL) requirements for all aspects of the work conducted in these areas.

## Corporate Statement on Animal Testing

The U.S. Food and Drug Administration (FDA) and other worldwide health regulatory agencies currently require all pharmaceutical manufacturers to protect patients and consumers by establishing product quality, safety and effectiveness through approved and validated testing methods, which include animal testing in some instances.

Allergan shares the pharmaceutical industry's goal of reducing or eliminating animal testing wherever possible and is committed to the "3Rs" principles of refinement, reduction and eventual replacement of laboratory animals in product testing.

Allergan is pleased, that after more than a decade of research and development and an approximately \$65 million investment, we have minimized to the greatest degree possible the need for animal-based assays in the manufacture of BOTOX<sup>®</sup> and BOTOX<sup>®</sup> Cosmetic. In June 2011, the United States Food and Drug Administration (FDA) approved the first fully in vitro, cell-based assay for use in the stability and potency testing required for the sale of BOTOX<sup>®</sup> (onabotulinumtoxinA) and BOTOX<sup>®</sup> Cosmetic in the United States. Allergan estimates that use of the new assay will reduce the use of animal-based assay testing for BOTOX<sup>®</sup> and BOTOX<sup>®</sup> Cosmetic by up to 95 percent or more over the next three years, as other regulatory agencies around the world approve this new assay. The new assay is the first to be developed and approved for any botulinum neurotoxin currently available worldwide, and is specifically applicable to Allergan's botulinum toxin type A product.

We are proud to have achieved this major scientific milestone in the development of a safe and effective alternative test capable of eliminating the need for an animal-based assay for BOTOX<sup>®</sup> and BOTOX<sup>®</sup> Cosmetic. Following the FDA approval, we will work hard to secure approval of the new assay to replace the current animal testing requirements for the release and stability testing of BOTOX<sup>®</sup> and BOTOX<sup>®</sup> Cosmetic in countries in which we market and distribute the product.

### **BOTOX<sup>®</sup> Cell-Based Potency Assay (CBPA)**

Over the years a number of attempts have been made to find strategies to replace the animal-based LD50 assay for testing of botulinum neurotoxins but have fallen short for a variety of reasons. The mouse LD50 potency assay is required by the FDA, the Medicines and Healthcare products Regulatory Agency (MHRA) in Europe and regulatory agencies around the world for testing final product for release to assure its safety and efficacy. Limitations associated with the current mouse LD50 assay, which has been the standard for potency and stability testing of BOTOX<sup>®</sup> and BOTOX<sup>®</sup> Cosmetic and other botulinum neurotoxin type A products, include the necessary involvement of animals due to the current structure of the assay, the complexity of the procedures involved, lack of specificity, as well as variability between assays and laboratories.

Botulinum neurotoxin is one of the most potent naturally occurring substances and has a complex multi-stage mechanism of action. Purified botulinum neurotoxin type A is the active ingredient in BOTOX<sup>®</sup> and blocks the release of neurotransmitters from nerves, resulting in a localized and temporary reduction in the overacting muscle or gland. The amount of neurotoxin in BOTOX<sup>®</sup> is extremely small; in fact, less than one gram per year is required to supply the entire world.

A suitable replacement potency assay to the LD50 assay must therefore be sensitive enough to measure the complex mode of action of extremely small amount of the neurotoxin used in BOTOX<sup>®</sup> in the cellular level. Established performance criteria against which the new cell-based potency assay needed to be validated included the ability to assess all primary modes of action of the neurotoxin. In addition, the new assay format had to be suitable for use in an intensely quality-controlled environment and at the high capacity needed to support commercial production.

The new cell-based potency assay for BOTOX<sup>®</sup> and BOTOX<sup>®</sup> Cosmetic is specific to Allergan's formulation of botulinum neurotoxin type A. Allergan is discussing how to license the technology to other parties that share its commitment to implementing non-animal alternatives to animal-based assays in the manufacture of their medical products.

## Patient Resources

At Allergan, we believe the best of medicine is realized when patients have the information they need to make well-informed decisions regarding their treatment options. Information can be found throughout our Web site about our products and the conditions they treat, along with helpful links to additional patient education and support resources.



## Physician Resources

Since Allergan's inception more than 60 years ago, bringing the best of medicine to the forefront of patient care has always entailed a commitment to interaction and involvement: Listening to doctors and addressing patients' needs. We work diligently to make sure we are providing the tools and channels to keep the conversation as dynamic and direct as possible.

Underlying our commitment is a drive to help medical specialists improve patient outcomes. We pursue this goal through ongoing training about our products, hand-on workshops by

experts to stimulate scientific exchange and sharing of best practices, and support for medical education and ongoing studies. The ALLERGAN ACADEMY™ education programs, for example, offer a forum for peer-to-peer discussion and a comprehensive curriculum in-person and via the Web for plastic surgeons to learn more about our breast aesthetic portfolio. The ALLERGAN ACADEMY™ education programs also facilitate the Allergan Physician Certification Program, which grants surgeons access to the NATRELLE® Collection of saline and silicone gel-filled breast implants upon completion.

## Philanthropy and Citizenship

The Allergan Foundation has made grants focusing support in four philanthropic areas: the arts, civic programs, education, and health and human services. As part of The Allergan Foundation's commitment to health and human services, the Foundation also supports selected initiatives, known as "Focus Grants," to improve patient diagnosis, treatment, care, and quality of life, or to otherwise promote access to quality health care.

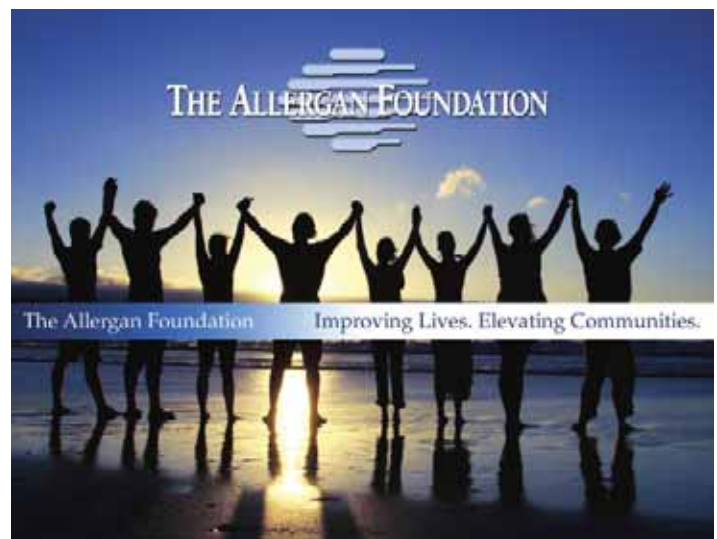
Priority 1 is to support local health and human services efforts through donations and grants as well as through collaborations with businesses and health organizations to promote well being and help meet unmet medical needs. These efforts are focused worldwide and not strictly based on Allergan internal operational areas.

Priority 2 is to support local educational programs and services through donations and grants as well as through collaborations and volunteer-advocacy by employees both company supported and time given by employees. These efforts are engaged in all local and regional areas where Allergan conducts research, manufactures and conducts commercial business.

Priority 3 is to support local arts and arts and civic programs and services through donations and grants as well as through collaborations and volunteer-advocacy by employees both company supported and time given by employees. These efforts are engaged in all local and regional areas where Allergan conducts research, manufactures and conducts commercial business.

At Allergan, the focus on cutting-edge science, sound business practices and a global perspective contribute to the Company's ultimate goal – to make a positive impact on the health and well-being of people around the world. At The Allergan Foundation, we mirror this perspective through the funding of programs and services benefiting communities and improving lives in the areas where Allergan's employees live and work. In 2011, as a result of the ongoing commitment of Allergan and its 10,000 employees around the world, we supported 385 organizations with \$4.9 million in funding, extending the reach of The Allergan Foundation's philanthropic commitment even further.

The Allergan Foundation receives hundreds of Community Grant applications each year, and thoughtful consideration is given to each request. Grants are awarded in four areas of funding: education, the arts, civic and community, and health and human services, with special attention given to the work of organizations that connect resources with underserved, vulnerable populations. On the following pages, we invite you to learn about a few of the programs and organizations that stood out in 2011: **Knots of Love**, crafting homemade beanies to warm the heads and hearts of cancer patients; **KidsCARE at CHOC Children's**, supporting families of children with acute illness through difficult times; the **Wounded Warrior Careers Program** of the **National Organization on Disability**, supporting returning veterans with wraparound job services; the Academic Success Program funded through **Project Hope Alliance**, providing access to education for homeless children; **Santa Barbara Channel-keeper**, sharing the knowledge of the ocean and waterways with inner city children; and **The Wooden Floor**, using the vehicle of modern dance to transform lives and ease poverty for some of Orange County's most underserved children.



On the global front, The Allergan Foundation supported disaster relief efforts in Japan and Thailand in response to significant humanitarian crises in those countries. In addition, the Allergan International Foundation (AIF) continued the global extension of The Allergan Foundation's philanthropic efforts. Reflecting the mission of The Allergan Foundation on an international level, AIF aims to provide lasting and positive impact for communities outside the United States of America. In 2011, AIF distributed approximately \$500,000 in support of a broad range of interests, including a Braille education project in France, a macular degeneration appeal in Ireland, and a school for special needs children in South Africa. Looking to the future, AIF plans to continue focusing its lens on a variety of initiatives around the world. We are intent on bringing aid and relief to underserved communities and sharing The Allergan Foundation's considerable philanthropic concern with the global community.

### **The Allergan International Foundation**

The Allergan International Foundation (AIF) is committed to providing a lasting and positive impact on communities across the globe. The AIF focuses on communities outside of the United States, while The Allergan Foundation primarily supports communities within the United States.

The AIF is active in four philanthropic areas: the arts, civic programmes, education and health and human services, in which it promotes access and improvements to quality health care, diagnosis and treatment, education, research, quality of life and disease awareness.

AIF grants are awarded to charitable organisations with high-quality programmes and services, well-defined goals, a commitment to maximising available resources, and a reputation for meeting objectives and reporting measured results. The objectives and programmes of any requesting organisation must be clearly defined and the program objectives must be achievement. Organisations that we are proud to be supporting include: The National Council for the Blind in South Africa, Forest Town School for Special Needs Children in South Africa, Meningitis UK, ChildAid, Children in Crisis, Fighting Blindness, Headway Devon, Hammer Out Brain Tumours, Tuberos Sclerosis Association (UK) and Fondazione G.B.Bietti. We would like to expand our activities into each country where we have an office and employees and support worthy causes in those areas.

Especially significant in 2011 was the addition to The Allergan Foundation's Board of Directors of Mr. Gavin S. Herbert, Founder of Allergan, Inc. A pioneer and visionary in the field of health care, Mr. Herbert brings with him an unparalleled wealth of knowledge and insight, and provides strong support for our work in philanthropic decision-making. The Allergan Foundation is grateful for his active involvement and appreciates Mr. Herbert's continued service to the broader community.

Looking to the future, The Allergan Foundation stands secure with \$47 million in assets, allowing us to continue supporting a broad base of important work. Focused intently on a spirit to

improve lives and elevate communities and on behalf of the Board of Directors, we are grateful for this opportunity, and we are proud to stand with the organizations and individuals making a difference in the world.

Allergan philanthropic donations are captured at the following website for the 2012 calendar year:

<http://www.allerganfoundation.org/DownloadDocs/AnnualReport.pdf>

Allergan product donations given directly by Allergan to relief organizations worldwide totaled more than 600,000 Allergan product units such as ACULAR<sup>®</sup>, ALPHAGAN<sup>®</sup>, LUMIGAN<sup>®</sup>, COMBIGAN<sup>®</sup>, REFRESH OPTIVE<sup>®</sup>, and other product lines. The number of organizations supported in these efforts totals more than 70 international relief organizations. Allergan has a breakdown of the organizations and the type and quantity of Allergan products that were received. Allergan does not wish to share this detailed information.

On the global front, The Allergan Foundation supported disaster relief efforts in Japan and Thailand in response to significant humanitarian crises in those countries. In addition, the Allergan International Foundation (AIF) continued the global extension of The Allergan Foundation's philanthropic efforts. Reflecting the mission of The Allergan Foundation on an international level, AIF aims to provide lasting and positive impact for communities outside the United States of America. In 2011, AIF distributed approximately \$500,000 in support of a broad range of interests, including a Braille education project in France, a macular degeneration appeal in Ireland, and a school for special needs children in South Africa. Looking to the future, AIF plans to continue focusing its lens on a variety of initiatives around the world. We are intent on bringing aid and relief to underserved communities and sharing The Allergan Foundation's considerable philanthropic concern with the global community.

Allergan has also put an emphasis on volunteerism within our employee base and is encouraging employees to get involved in their communities if they are not already doing so. Allergan is allowing time away from work with pay in order to participate in these efforts.



## How We Measure Grant Application Effectiveness

**KPI 1:** Screening grant applications for applicability to grant recipient requirements.

The Allergan Foundation will consider awarding grants for programs that:

- Promote education, research, and awareness of ophthalmologic, dermatologic, neurological, breast, and urologic health, as well as obesity prevention and intervention.
- Improve the quality of health care and patient access to care, with an emphasis on women's health issues and the aging population.
- Enhance and strengthen the communities where Allergan, Inc. has a facility or employees by contributing to the arts, education, and other civic and community causes.

### Grant Limitations

Grants are not made to support or fund:

- Organizations that are not 501(c)(3) publicly supported charities.
- Individual or family requests for scholarships, fellowship assistance, or other types of support.
- Refugee- or religious-based activities for the purpose of furthering religious doctrine.
- Fraternal, labor, or political organizations.
- Organizations that discriminate on the basis of race, religion, creed, gender, or national origin.
- Matching gifts.
- University administrative, management, or indirect fees.
- Golf tournaments, athletic events, league or team sponsorships, or school-affiliated orchestra, band, choir, student trips, or tours.
- Private schools K-12.
- Fundraising activities or advertising sponsorships.
- Activities that propagandize, influence legislation and/or elections; promote voter registration; political candidates, political campaigns or engaged in political activities; litigation.
- Institutions limiting their services to persons of a single religious sect or denomination.
- Conferences, workshops, exhibits, travel, surveys, or consumer interest groups.
- Endowments, capital, or building campaigns.
- Contingencies, deficits, or debt reduction.
- Fundraising dinners or events.
- Contributions in the name of a memorial tribute.
- Charities or funds solely directed by a single physician or medical practice group.

### Grants generally are not approved for:

- Organizations that collect funds for redistribution to other nonprofit groups.
- Regular, ongoing operating support.
- Agencies, projects or programs primarily financed by government sources.

### Additional Information

The objectives and programs of the requesting organization must be clearly defined and reasonably capable of achievement.

The financial status of the requesting organization and its sources of income must also meet applicable legal requirements, including proof of tax-exempt status under section 501(c)(3), as a public charity described in sections 509(a)(1) or 509(a)(2) of the Internal Revenue Code, and status as a nonprofit organization under applicable state law. In assessing potential grant recipients, The Allergan Foundation considers the extent of the public benefit provided by the requesting organization. An effective governing board, efficient management, and strong community support are also among the criteria considered.

Under its Focus Grant initiative, The Allergan Foundation considers making Focus Grants to patient and health care-centered organizations aligned with The Allergan Foundation's mission statement. Applications for Focus Grants are reviewed and considered on an annual basis only by invitation of The Allergan Foundation Board of Directors and not as part of the Community Grant process.

The Allergan Foundation reserves the right, in its sole discretion, to reject any request even when the requesting organization meets The Allergan Foundation's grant guidelines.

### "WE CARE" Grants

The Allergan Foundation also evaluates requests for funding to organizations in which employees of Allergan, Inc. take a strong interest through their personal donations and time. With its "We Care" program.

The Allergan Foundation considers financial grants to such organizations annually, based on applications submitted by Allergan, Inc. or an employee of Allergan, Inc. "We Care" grants are usually made in amounts ranging from \$500 to \$1,500.

**KPI 2:** TAF evaluates the impact to the community and the intended recipients of the donation or grant and its intended purpose. Grants are competitively compared even if the minimum grant requirements are met in order to determine which requests are going to have the greatest impact.

**KPI 3:** Outcomes are measured periodically and randomly against the request proposals in order to determine if the intended purpose is achieved and how successfully.

**KPI 4:** Allergan reputation is measured qualitatively through periodic and random surveys with local community efforts in order to gauge the effectiveness of participation and improving the selection process.

**KPI 5:** Allergan volunteer efforts are assessed based on the turnout of employees in company organized volunteer programs and projects.

## Cost Burden and Health Outcomes

Allergan operates with value-based contracts involving dynamic pricing models which are based on outcomes and patient coverage. Global Health Outcomes Strategy and Research manages by product and disease what the expected patient outcomes should be and then measures the actual outcomes. This process is extensive and covers all Allergan products. The strategies are determined and reviewed several times a year to ensure that the outcome goals are being achieved and if not what research and studies need to be undertaken to determine why not. Adaptive pricing based on both individual wealth and for long term condition treatments are used extensively. Volume rebates, risk sharing and no cure – no pay processes are also used again depending on the product and condition being treated. Various regions and countries have different mechanisms for managing fair pricing. For example in Canada, Allergan works with provincial governments to implement fair pricing such as those listed above. In Europe, Africa and the Middle East, Allergan works with the local governments to implement fair pricing such as those listed above. Patient reported outcomes (PRO) are tracked through databases and analyzed for actual versus expectations. Impactful patient dialogue is required to ensure that outcomes are as planned or if not beneficial to determine the causes. FDA and Ministries of Health worldwide are also beneficiaries of this process as well as payors and reimbursement decision makers. Health Technology Assessments drive this process and Allergan works with these groups such as NICE, SMC, AMCP, etc. to ensure that cost containment and treatment effectiveness are both achieved. Real world evidence has shaped how Allergan designs clinical trials and reports data from these trials. Nontraditional approaches that Allergan takes is to conduct head to head trials, long term real world studies, randomized clinical trials, claims analyses, systematic literature reviews, and indirect treatment comparisons. The majority of evidence generation at Allergan occurs in the following areas: Clinical trials, Global Safety and Epidemiology, Global Health Outcomes Strategy and Research, and Global Medical Affairs. The patient's quality of life and functional status are evaluated along with the patient reported outcomes. The value provided by Allergan's approach is to ensure that patients are reached and treatments are available and affordable, unmet medical needs are addressed, payers and reimbursers have a more efficient and cost effective system, increase patient and physician awareness and access, and ensure that hospitals increase and expend utilization.

As mentioned in the Access to Medicines section and the Philanthropy and Citizenship section, Allergan is making direct donations to relief agencies and other non-governmental organizations (NGO). These products are being made available at no cost to the patients. The Allergan Foundation supported disaster relief efforts in Japan and Thailand in response to significant humanitarian crises in those countries. In addition, the Allergan International Foundation (AIF) continued the global extension of The Allergan Foundation's philanthropic efforts. Reflecting the mission of The Allergan Foundation on an international level, AIF aims to provide lasting and positive impact for communities outside the United States of America. Looking to the future, AIF plans to continue focusing its lens on a variety of initiatives around the world. We are intent on bringing aid and relief to underserved communities and sharing The Allergan Foundation's considerable philanthropic concern with the global community. Allergan product donations given directly by Allergan to relief organizations worldwide totaled more than 600,000 Allergan product units such as ACULAR®, ALPHAGAN®, LUMIGAN®, COMBIGAN®, REFRESH OPTIVE®, and other product lines. The number of organizations supported in these efforts totals more than 70 international relief organizations. Allergan has a breakdown of the organizations and the type and quantity of Allergan products that were received. Allergan does not wish to share this detailed information.

Allergan operates cycle of care programs for its key products. Studies are presented that show efficacy of products offered such as humanistic and economic burden of late detection, development of treatment satisfaction measures, burden of illness studies and real world benefits and satisfaction measures. Details on benefits offered and expenses incurred are captured in these web pages and documents:

[http://www.allergan.com/assets/pdf/agn\\_benefits.pdf](http://www.allergan.com/assets/pdf/agn_benefits.pdf) and

<http://files.shareholder.com/downloads/AGN/2306747989x5660121xS850693-13-2/850693/filing.pdf>. Clinical Trials and post treatment follow on studies are included at the following website: [http:// www.clinicaltrials.gov/](http://www.clinicaltrials.gov/). These are being continually updated with the latest information.



## Strategy to Improve Access to Drugs

Allergan is committed to and makes contributions to improving access to medicines that we produce and to supporting healthcare in the developing world, but Allergan believes that real progress can only be made through the commitment of all related stakeholders, including governments, non-governmental organizations (NGO) and the international community, as well as the private sector. Only by working together can sustainable improvements be achieved.

While the medicines currently in Allergan's portfolio are not indicated to treat the most significant diseases the developing world is facing today (HIV/AIDS, TB and malaria), we are applying our skills and resources to help in other ways. We continue to develop cures for the treatment of glaucoma and other diseases of the eye which are applicable to people in all countries of the world. We continue to partner with NGOs and other organizations working with underserved communities to strengthen their frameworks for managing healthcare in a sustainable way. In particular, we focus on community-based projects that can be scaled up to improve outcomes for the greatest number of people.

Allergan operates with value-based contracts involving dynamic pricing models which are based on outcomes and patient coverage. Global Health Outcomes Strategy and Research manages by product and disease what the expected patient outcomes should be and then measures the actual outcomes. This process is extensive and covers all Allergan products. The strategies are determined and reviewed several times a year to ensure that the outcome goals are being achieved and if not what research and studies need to be undertaken to determine why not. Adaptive pricing based on both individual wealth and for long term condition treatments are used extensively. Volume rebates, risk sharing and no cure – no pay processes are also used again depending on the product and condition being treated. Various regions and countries have different mechanisms for managing fair pricing. For example in Canada, Allergan works with provincial governments to implement fair pricing such as those listed above. In Europe, Africa and the Middle East, Allergan works with the local governments to implement fair pricing such as those listed above. Patient reported outcomes (PRO) are tracked through databases and analyzed for actual versus expectations. Impactful patient dialogue is required to ensure that outcomes are as planned or if not beneficial to determine the causes. FDA and Ministries of Health worldwide are also beneficiaries of this process as well as payors and reimbursement decision

makers. Health Technology Assessments drive this process and Allergan works with these groups such as NICE, SMC, AMCP, etc. to ensure that cost containment and treatment effectiveness are both achieved. Real world evidence has shaped how Allergan designs clinical trials and reports data from these trials. Nontraditional approaches that Allergan takes is to conduct head to head trials, long term real world studies, randomized clinical trials, claims analyses, systematic literature reviews, and indirect treatment comparisons. The majority of evidence generation at Allergan occurs in the following areas: Clinical trials, Global Safety and Epidemiology, Global Health Outcomes Strategy and Research, and Global Medical Affairs. The patient's quality of life and functional status are evaluated along with the patient reported outcomes. The value provided by Allergan's approach is to ensure that patients are reached and treatments are available and affordable, unmet medical needs are addressed, payers and reimbursers have a more efficient and cost effective system, increase patient and physician awareness and access, and ensure that hospitals increase and expend utilization.

Allergan is making direct donations to relief agencies and other non-governmental organizations (NGO). These products are being made available at no cost to the patients. Allergan follows the WHO guidelines for Drug Donations. The Allergan Foundation supported disaster relief efforts in Japan and Thailand in response to significant humanitarian crises in those countries. In addition, the Allergan International Foundation (AIF) continued the global extension of The Allergan Foundation's philanthropic efforts. Reflecting the mission of The Allergan Foundation on an international level, AIF aims to provide lasting and positive impact for communities outside the United States of America. Looking to the future, AIF plans to continue focusing its lens on a variety of initiatives around the world. We are intent on bringing aid and relief to underserved communities and sharing The Allergan Foundation's considerable philanthropic concern with the global community. Allergan product donations given directly by Allergan to relief organizations worldwide totaled more than 600,000 Allergan product units such as ACULAR®, ALPHAGAN®, LUMIGAN®, COMBIGAN®, REFRESH OPTIVE®, and other product lines. The number of organizations supported in these efforts totals more than 70 international relief organizations. Allergan has a breakdown of the organizations and the type and quantity of Allergan products that were received.





## Biodiversity

Allergan has facilities and offices located in major cities and in rural locations. Allergan has established a position to preserve biodiversity on an ongoing basis at our operations. Allergan assures that risks associated with land use, operations and impacts to biodiversity are identified and mitigated. Allergan assures compliance with international, national and local regulations and guidelines regarding biodiversity protection and preservation. Allergan assures open space and green areas are included in land use planning at our operations. Allergan assures consistency between Allergan sites regarding land use. Allergan also continues to evaluate our existing practices

against current state of the art practices. Allergan has had extensive involvement in onsite activities to preserve green space and encourage community preservation of open green space such as the Lake Waco Wetlands Habitat Preservation project supported by volunteers from Allergan's Waco Texas facility with support from Allergan. As well as the Newport Back Bay Conservancy located in Irvine California and the Allergan Pharmaceuticals Ltd Westport Ireland volunteers that support rainforest preservation and local biodiversity preservation. Allergan agrees with the principles included in the UN Convention on Biodiversity and strives to meet these principles.

## Recognizing Excellence

Allergan's corporate culture is steeped in a rich tradition of excellence, hard work, and a dedication to improving quality of life. As a result, we seek to encourage innovation, personal and career growth, and a sense of meaning that goes far beyond our walls. Allergan was built on the commitment of meeting unmet medical needs. Today, we continue this tradition by recognizing those employees who believe that an idea can change the world.

Every three months, our executive leadership committee selects and recognizes outstanding employees with the Hidden Gem Award. This award program recognizes and rewards employees who embody Allergan's spirit of innovation and serve as an example and inspiration to their fellow colleagues. The work of our outstanding scientists and inventors is also recognized by

their peers at our annual Authors' and Inventors' Reception. Across our sales organization, there are also several programs in place to recognize and reward those who are positively contributing to the business.

We feel strongly about recognizing excellence, and Allergan has received many such awards. The Company has been recognized by Forbes and Business Week as one of America's best managed companies and Institutional Investor named Allergan "America's Most Shareholder-Friendly Company." David Pyott has also received many accolades for his role as Allergan Chairman, President and Chief Executive Officer from organizations including Institutional Investor, Orange County Business Journal and The Sunday Times.

## Conclusion

Allergan has successfully initiated its fourth Sustainability Strategic Plan. Allergan has been evaluated by many organizations and based on these assessments is a member of the Dow Jones Sustainability Index North America and USA as well as a member of the FTSE4Good Index since inception. Allergan is also a member of the Domini 400 Indexes and has been for several years. Allergan located in Waco, Texas received the US EPA Energy Star Pharmaceutical Plant Energy Efficiency certification for the fifth year in a row. Allergan located in Irvine California and in Santa Barbara California received the Waste Reduction Award Program (WRAP) Award in California in 2012. Allergan Pharmaceuticals Ireland received

the 2012 National Irish Safety Organization (NISO) Safety Award. Allergan Pharmaceuticals Brazil received the Pharma Union Safety Award in 2012. Allergan also completed the Carbon Disclosure Project survey establishing Allergan's positions regarding climate change and water disclosure. Allergan facilities worldwide also certified greenhouse gas emissions verified by ERM-CVS. Finally, Allergan has committed to the UN Global Compact and specifically to the programs related to climate change, water conservation, and anti-corruption practices. Allergan looks forward to achieving even greater success during the rest of this current strategic period.

## Sustainability Performance Summary Table

EHS Performance Indicator	2005	2010	2011	2012
Occupational Injury and Illness Incident Frequency Rate	0.90	0.90	0.98	0.71
DART Case Rate	0.57	0.39	0.75	0.46
Hazardous Waste (tonnes)	191	532	336	360
HW per Unit (tonnes/million units)	0.20	0.30	0.18	0.19
HW per Sales (tonnes/million sales)	0.08	0.11	0.06	0.06
Solid Waste (tonnes)	1,493	1,473	1,347	1,240
SW per Unit (tonnes/million units)	1.52	0.83	0.71	0.65
SW per Sales (tonnes/million sales)	0.64	0.30	0.25	0.22
Recycling (tonnes)	1,772	3,600	4,196	3,805
Recycling per Unit (tonnes/million units)	1.81	2.03	2.22	1.99
Recycling Rate (%)	54	71	76	75
Electrical Energy (GJ)	491,056	488,503	492,702	507,655
Electrical Energy per Unit (GJ/million units)	501	275	261	266
Electrical Energy per Sales (GJ/million sales)	212	99	91	89
Fuel Consumption (GJ)	554,157	455,525	476,943	480,322
Fuel per Unit (GJ/million units)	565	257	253	251
Fuel per Sales (GJ/million sales)	238	93	88	84
Total Energy Consumption (GJ)	1,045,214	944,028	969,645	987,977
Total Energy per Unit (GJ/million units)	1066	532	514	517
Total Energy/ Square Meter (GJ/M2)	6.42	3.81	3.84	3.79
Water (M3)	844,636	884,818	961,192	988,319
Water per Unit (M3/million units)	862	499	510	518
Water per Sales (M3 million sales)	364	180	177	173
Hazardous Materials Consumption (tonnes)	NA	4,317	2,815	2,826
ODC (kg)	2,334	4,168	7,191	7,211
Pkg. Toxic Metals (kg)	0.00	0.00	0.00	0.00
Thimerosal, PMN, PMA (kg)	NA	0.27	0.14	0.26
EPDC Score	68	67	68	67
Notices of Violation	0	1	0	0
EHS Compliance Penalties/Fines (\$)	\$0	\$0	\$0	\$0
Remediation Settlements (\$)	\$0	\$0	\$0	\$0
Cumulative Greenhouse Gases Reductions by Project (tonnes)	(21,727)	(27,791)	(31,585)	(33,111)
Volatile Organics (VOC) Air Emissions Loading (tonnes)	1	0.80	1	0
Nitrogen Oxides (NOx) Air Emissions Loading (Tonnes)	9.55	12.18	12.81	2.86
Sulfur Oxides (SOx) Air Emissions Loading (tonnes)	0.17	0.09	0.10	0.06
Wastewater Discharge Chemical Oxygen Demand (COD) Loading (tonnes)	10.8	11.2	5.79	7.09
Wastewater Discharge Biological Oxygen Demand (BOD) Loading (tonnes)	1.79	0.93	0.89	0.81
Wastewater Discharge Total Suspended Solids (TSS) Loading (tonnes)	1.96	0.99	1.23	2.02
Greenhouse Gas Emissions (tonnes of CO2) - Indirect from Electrical Consumption	59,189	50,234	48,173	48,212
Greenhouse Gas Emissions (tonnes of CO2) - Direct from Fuel Combustion	28,218	23,423	24,536	24,659
Greenhouse Gas Emissions (tonnes of CO2) - Total	87,407	73,657	72,709	72,870
Greenhouse Gas Emissions per Unit (tonnes of CO2/million units)	89	42	39	38
Greenhouse Gas Emissions per Sales (tones of CO2/million sales)	37	15	13	12
Greenhouse Gas Emissions per Square Meter (tones of CO2/M <sup>2</sup> )	0.53	0.30	0.29	0.28
Green Power Consumption (% of Total Power Consumed)	10	13	13	17
Board Diversity (% Female)	8	17	17	20
Units Produced (000s)	980,299	1,773,839	1,886,388	1,909,668
Sales (000s)	\$2,319,000	\$4,919,000	\$5,419,100	\$5,708,800
Total Facility Area (square meters)	162,905	247,815	252,216	260,763
Number of Employees	5,213	9,225	10,088	11,401

# GHG Verification Statement (Appendix A)

## Report on the Verification of GHG Emissions to the Management of Allergan, Inc. - Year ending 31<sup>st</sup> December 2012

### Verification Scope

ERM Certification & Verification Services (ERM CVS) was commissioned by Allergan, Inc. (Allergan) to verify its 2012 GHG inventory report. The verification time period was January 1, 2012-December 31, 2012. The verification covered emissions of CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub>, SF<sub>6</sub>, PFCs, and HFCs from direct, Scope 1 sources (fossil fuel combustion, refrigerants, processes, mobile transportation) and indirect, Scope 2 sources (electricity) for Allergan's global operations. A list of facilities included in Allergan's emissions profile can be found in Appendix A.

The assessment covered the following GHG accounting elements:

- Reporting Boundary;
- GHG Management System and Data Collection Processes;
- Data and GHG Emissions Quantification;
- Reporting Criteria; and
- Quality Assurance and Data Uncertainty

This assurance engagement involved a site visit to review data at one Allergan R&D/manufacturing facility and a review of consolidated group data at Allergan's corporate office in Irvine, California, as well as interviewing corporate staff.

Our work involved detailed review and substantiation of information through selected interrogation of both source and consolidated data in conjunction with interviews with corporate staff with responsibilities for data management and report content

### Verification Objectives

- To determine the extent of conformity of the GHG inventory with ISO 14064-1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals;
- To assess completeness of the GHG inventory;
- To evaluate the GHG information system and its controls/management; and
- To confirm whether the GHG assertion is without material discrepancy and whether the verification activities provide the level of assurance agreed to.

### Greenhouse Gas Reporting Criteria

Allergan was assessed against the requirements of ISO 14064-1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals. GHG data has been reported based on the methodologies set out in the WRI/WBCSD GHG Protocol.

### Greenhouse Gas Verification Criteria

Verification activities were performed in accordance with ISO 14064-3: Specification with guidance for the validation and verification of greenhouse gas assertions.

### Level of Assurance

A reasonable level of assurance was applied during verification performance.

### Organizational Boundaries

Allergan has consolidated the Inventory according to the operational control approach.

### Assurance Opinion

Based on the approach described above, it is ERM CVS's opinion that the reported GHG data set out in Allergan's 2012 GHG inventory report for its global operationally controlled facilities are, to a reasonable level of assurance:

- In conformance with the requirements of ISO 14064-1; and
- Free from material misstatement:

**Scope 1 Emissions:** 49,128 tonnes CO<sub>2</sub>-e

**Scope 2 Emissions:** 52,049 tonnes CO<sub>2</sub>-e

Data and information supporting the GHG assertion were calculated based on measured as well as estimated data.

### Observations

Based on our work outlined above, we have provided Allergan EHS management with a separate, confidential report detailing our assessment of Allergan's GHG emissions data (calendar year 2012).

### Qualifications/Commentary

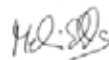
- While PFCs and SF<sub>6</sub> were included in the verification scope, Allergan operations do not result in emissions of these GHGs.
- Emissions from certain Allergan operations/sources (e.g., small commercial offices) were excluded from Allergan's reported emissions. It was determined that the exclusion of these emissions has no material impact on the total GHG emissions reported.

### Limitations of Assurance Statement

The findings presented here are not intended to be used as advice or as the basis for any decisions, including, without limitation, financial or investment decisions.

### Our Independence

ERM CVS is a member of the ERM Group. This is the second year that ERM CVS has been engaged by Allergan to provide an opinion statement with respect to its Scope 1 and Scope 2 GHG emissions data. The work that ERM CVS conducts for clients is solely related to independent assurance activities and training programmes related to auditing techniques and approaches. Our processes are designed to ensure that the work we undertake with clients is free from bias and conflict of interest. ERM CVS and the staff that have undertaken work on this assurance exercise provide no consultancy related services to Allergan in any respect.



Melanie Eddis, Partner  
10 May 2013

ERM Certification and Verification Services, London  
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Appendix A: Allergan facilities included in the GHG Inventory

No.	Facility Name/ Emission Source	Facility Type	Location
1	Irvine	Headquarters and R&D labs	Irvine, CA
2	Waco	Manufacturing/R&D	Waco, TX
3	Santa Barbara/Goleta	Manufacturing/R&D	Goleta, CA
4	Campbell	Manufacturing/R&D	Campbell, CA
5	Brazil	Manufacturing/R&D	Guarulhos, SP Brazil
6	Costa Rica	Manufacturing/R&D	La Aurora de Heredia, Costa Rica
7	Pringy	Manufacturing/R&D	Pringy, France
8	Westport	Manufacturing/R&D	Westport, Ireland
9	Medford	Manufacturing/R&D	Medford, MA
10	New Jersey	R&D/ Administrative	Bedminster, NJ
11	Austin	Office	Austin, TX
12	Canada	Office	Ontario, CA
13	Mexico	Office	Mexico City, Mexico
14	Australia	Office	Gordon, Australia
15	China	Office	Beijing, China
16	China	Office	Guangzhou, China
17	China	Office	Shanghai, China
18	India	Office	Bangalore, India
19	India - Clinical	Office	Bangalore, India
20	Korea	Office	Seoul, Korea
21	Singapore	Office	Singapore
22	Malaysia	Office	Selangor, Malaysia
23	Thailand	Office	Bangkok, Thailand
24	Belgium	Office	Hoelaart, Belgium
25	France	Office	Courbevoie, France
26	Germany	Office	Fittlingen, Germany
27	Ireland	Office	Dublin, Ireland
28	Spain	Office	Madrid, Spain
29	Sweden	Office	Upplands Väsby, Sweden
30	UK	Office	Marlow Buckinghamshire, UK
31	Argentina	Office	Buenos Aires, Argentina
32	Chile	Office	Santiago, Chile
33	Columbia	Office	Santafe de Bogotá, Colombia
34	Turkey	Office	Istanbul, Turkey
35	Russia	Office	Moscow, Russia
36	Poland	Office	Warsaw, Poland
37	Italy	Office	Rome, Italy
38	Costa Mesa	Office	Costa Mesa, CA
39	Brazil	Office	Sao Paulo, Brasil
40	Taiwan	Office	Taipei, Taiwan
41	Phillipians	Office	Pasig City, Philippines
42	Japan	Office	Tokyo, Japan
43	Hong Kong	Office	Taikoo Shing, Island East Hong Kong
44	South Africa	Office	Johannesburg, South Africa
45	Fleets	Global	Worldwide

