

# Site data

## **Novozymes' sites**

Site Araucária, Brazil  
Site Bagsvaerd, Denmark  
Site Beijing, China  
Site bHA TEDA, China  
Site Blair, USA  
Site Franklinton, USA  
Site Fuglebakken, Denmark  
Site Hongda, China  
Site Hosur, India  
Site Kalundborg, Denmark  
Site Milwaukee, USA  
Site Nottingham, UK  
Site Ottawa, Canada  
Site Pilar, Argentina  
Site Salem, USA  
Site Saskatoon, Canada  
Site Shenyang, China  
Site Tianjin, China

# Site Araucária, Brazil

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 138  | 145  |
| Energy                                   | 1,000 GJ                         | 128  | 120  |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 88   | 72   |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | 30   | 29   |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | 1    | 1    |
| Percentage of total waste recycled       | %                                | 99.1 | 65.8 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 4    | 4    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | 2    | -    |
| Neighbor complaints                      | no.                              | -    | -    |

## Site Araucária, Brazil (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 235   | 238   |
| Women                      | %     | 37.0  | 34.9  |
| Men                        | %     | 63.0  | 65.1  |
| Rate of employee turnover  | %     | 9.3   | 8.3   |
| Average age                | years | 37.8  | 37.4  |
| Average seniority          | years | 8.6   | 8.1   |
| Rate of absence            | %     | 0.7   | 0.4   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 4,288 | 4,679 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | 2    | 1    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | 4.6  | 2.7  |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Bagsvaerd, Denmark

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 124  | 124  |
| Energy                                   | 1,000 GJ                         | 261  | 250  |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 113  | 121  |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | 2    | 2    |
| Percentage of total waste recycled       | %                                | 27.7 | 33.3 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 7    | 6    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | 2    | -    |
| Neighbor complaints                      | no.                              | -    | 2    |

## Site Bagsvaerd, Denmark (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 1,828 | 1,882 |
| Women                      | %     | 50.3  | 50.4  |
| Men                        | %     | 49.7  | 49.6  |
| Rate of employee turnover  | %     | 12.0  | 8.4   |
| Average age                | years | 43.8  | 43.4  |
| Average seniority          | years | 11.0  | 10.9  |
| Rate of absence            | %     | 2.6   | 2.7   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 4,412 | 8,104 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | 9    | 10   |
| Occupational diseases                      | no.                       | 1    | 5    |
| Frequency of occupational accidents        | per million working hours | 3.1  | 3.3  |
| Frequency of occupational diseases         | per million working hours | 0.3  | 1.6  |

# Site Beijing, China

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 19   | 21   |
| Energy                                   | 1,000 GJ                         | 18   | 19   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 14   | 15   |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | -    | 6.6  |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 3    | 3    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |

## Site Beijing, China (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 316   | 328   |
| Women                      | %     | 57.6  | 54.9  |
| Men                        | %     | 42.4  | 45.1  |
| Rate of employee turnover  | %     | 12.5  | 9.9   |
| Average age                | years | 35.5  | 34.7  |
| Average seniority          | years | 6.2   | 5.5   |
| Rate of absence            | %     | 0.6   | 0.5   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 3,211 | 7,561 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site bHA TEDA, China

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 64   | 155  |
| Energy                                   | 1,000 GJ                         | 33   | 62   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | -    | -    |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 1.4  | 33.3 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 5    | 9    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |



## Site bHA TEDA, China (continued)

|                            |       | 2016 | 2015  |
|----------------------------|-------|------|-------|
| <b>SOCIAL</b>              |       |      |       |
| <b>Employee statistics</b> |       |      |       |
| Employees, total           | no.   | 38   | 43    |
| Women                      | %     | 31.6 | 32.6  |
| Men                        | %     | 68.4 | 67.4  |
| Rate of employee turnover  | %     | 10.2 | 53.4  |
| Average age                | years | 35.3 | 34.4  |
| Average seniority          | years | 5.6  | 5.0   |
| Rate of absence            | %     | 1.0  | 1.2   |
| <b>Training costs</b>      |       |      |       |
| Average spent per employee | DKK   | 464  | 2,671 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Blair, USA

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 716  | 446  |
| Energy                                   | 1,000 GJ                         | 425  | 306  |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 526  | 324  |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | 10   | 8    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | 1    |
| Percentage of total waste recycled       | %                                | 20.7 | 20.1 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 61   | 49   |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |

## Site Blair, USA (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 120   | 118   |
| Women                      | %     | 21.7  | 19.5  |
| Men                        | %     | 78.3  | 80.5  |
| Rate of employee turnover  | %     | 15.5  | 21.0  |
| Average age                | years | 38.1  | 37.3  |
| Average seniority          | years | 3.3   | 2.7   |
| Rate of absence            | %     | 2.4   | 2.4   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 2,795 | 2,584 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Franklinton, USA

|  |                                  | 2016  | 2015  |
|--|----------------------------------|-------|-------|
| <b>ENVIRONMENT</b>                       |                                  |       |       |
| <b>Consumption of resources</b>          |                                  |       |       |
| Water                                    | 1,000 m <sup>3</sup>             | 1,568 | 1,479 |
| Energy                                   | 1,000 GJ                         | 806   | 776   |
| <b>Wastewater</b>                        |                                  |       |       |
| Volume                                   | 1,000 m <sup>3</sup>             | 1,127 | 931   |
| <b>Biomass</b>                           |                                  |       |       |
| Biomass volume                           | 1,000 tons                       | 345   | 318   |
| <b>Waste</b>                             |                                  |       |       |
| Waste                                    | 1,000 tons                       | 2     | 2     |
| Percentage of total waste recycled       | %                                | 31.3  | 50.2  |
| <b>Environmental impact of emissions</b> |                                  |       |       |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 58    | 61    |
| <b>Environmental compliance</b>          |                                  |       |       |
| Breaches of regulatory limits            | no.                              | 1     | 2     |
| Neighbor complaints                      | no.                              | 1     | -     |

## Site Franklinton, USA (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 719   | 714   |
| Women                      | %     | 32.5  | 32.1  |
| Men                        | %     | 67.5  | 67.9  |
| Rate of employee turnover  | %     | 10.3  | 7.2   |
| Average age                | years | 42.2  | 42.4  |
| Average seniority          | years | 8.5   | 8.6   |
| Rate of absence            | %     | 1.8   | 1.8   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 4,250 | 4,230 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | 1    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | 0.0  | 0.9  |
| Frequency of occupational diseases         | per million working hours | 0.0  | 0.9  |

# Site Fuglebakken, Denmark

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 421  | 454  |
| Energy                                   | 1,000 GJ                         | 337  | 331  |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 279  | 291  |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 67.4 | 65.5 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 8    | 8    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | 8    | 7    |
| Neighbor complaints                      | no.                              | 2    | 3    |

## Site Fuglebakken, Denmark (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 202   | 212   |
| Women                      | %     | 16.3  | 16.5  |
| Men                        | %     | 83.7  | 83.5  |
| Rate of employee turnover  | %     | 7.8   | 6.5   |
| Average age                | years | 46.9  | 47.0  |
| Average seniority          | years | 14.0  | 13.5  |
| Rate of absence            | %     | 3.8   | 3.5   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 3,499 | 2,536 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | 2    | -    |
| Occupational diseases                      | no.                       | 2    | -    |
| Frequency of occupational accidents        | per million working hours | 6.1  | -    |
| Frequency of occupational diseases         | per million working hours | 6.1  | -    |

# Site Hongda, China

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 739  | 719  |
| Energy                                   | 1,000 GJ                         | 500  | 479  |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 498  | 455  |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | 19   | 19   |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | 1    | 1    |
| Percentage of total waste recycled       | %                                | 41.9 | 38.5 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 97   | 95   |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | 1    |
| Neighbor complaints                      | no.                              | 2    | 1    |



## Site Hongda, China (continued)

|                            |       | 2016 | 2015 |
|----------------------------|-------|------|------|
| <b>SOCIAL</b>              |       |      |      |
| <b>Employee statistics</b> |       |      |      |
| Employees, total           | no.   | 257  | 261  |
| Women                      | %     | 16.3 | 18.8 |
| Men                        | %     | 83.7 | 81.2 |
| Rate of employee turnover  | %     | 6.6  | 5.0  |
| Average age                | years | 39.4 | 38.5 |
| Average seniority          | years | 10.7 | 9.8  |
| Rate of absence            | %     | 0.7  | 0.7  |
| <b>Training costs</b>      |       |      |      |
| Average spent per employee | DKK   | 711  | 841  |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Hosur, India

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 25   | 30   |
| Energy                                   | 1,000 GJ                         | 12   | 15   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 18   | 22   |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | 1    | 1    |
| <b>Waste</b>                             |                                  |      |      |
| Waste, total                             | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 17.9 | 14.0 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 2    | 3    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |

## Site Hosur, India (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 563   | 538   |
| Women                      | %     | 25.9  | 25.3  |
| Men                        | %     | 74.1  | 74.7  |
| Rate of employee turnover  | %     | 14.6  | 11.7  |
| Average age                | years | 34.0  | 33.5  |
| Average seniority          | years | 4.9   | 4.6   |
| Rate of absence            | %     | 1.6   | 1.8   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 1,297 | 2,144 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | 1    | 3    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | 0.9  | 3.5  |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Kalundborg, Denmark

|  |                                  | 2016  | 2015  |
|--|----------------------------------|-------|-------|
| <b>ENVIRONMENT</b>                       |                                  |       |       |
| <b>Consumption of resources</b>          |                                  |       |       |
| Water                                    | 1,000 m <sup>3</sup>             | 2,246 | 2,275 |
| Energy                                   | 1,000 GJ                         | 1,090 | 1,027 |
| <b>Wastewater</b>                        |                                  |       |       |
| Volume                                   | 1,000 m <sup>3</sup>             | 1,919 | 1,915 |
| <b>Biomass</b>                           |                                  |       |       |
| Biomass volume                           | 1,000 tons                       | 122   | 124   |
| <b>Waste</b>                             |                                  |       |       |
| Waste                                    | 1,000 tons                       | 4     | 4     |
| Percentage of total waste recycled       | %                                | 64.0  | 70.2  |
| <b>Environmental impact of emissions</b> |                                  |       |       |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 32    | 28    |
| <b>Environmental compliance</b>          |                                  |       |       |
| Breaches of regulatory limits            | no.                              | 8     | 7     |
| Neighbor complaints                      | no.                              | 3     | 2     |

## Site Kalundborg, Denmark (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 630   | 621   |
| Women                      | %     | 24.4  | 23.5  |
| Men                        | %     | 75.6  | 76.5  |
| Rate of employee turnover  | %     | 7.8   | 8.9   |
| Average age                | years | 44.9  | 44.5  |
| Average seniority          | years | 12.2  | 12.3  |
| Rate of absence            | %     | 3.4   | 3.3   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 1,939 | 2,280 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | 6    | 8    |
| Occupational diseases                      | no.                       | 2    | 3    |
| Frequency of occupational accidents        | per million working hours | 6.1  | 7.9  |
| Frequency of occupational diseases         | per million working hours | 2.0  | 3.0  |

# Site Milwaukee, USA

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 37   | 35   |
| Energy                                   | 1,000 GJ                         | 17   | 15   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 1    | 1    |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 7.3  | 16.0 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 2    | 2    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |

## Site Milwaukee, USA (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 59    | 57    |
| Women                      | %     | 33.9  | 38.6  |
| Men                        | %     | 66.1  | 61.4  |
| Rate of employee turnover  | %     | 17.7  | 5.5   |
| Average age                | years | 44.1  | 43.9  |
| Average seniority          | years | 9.9   | 10.7  |
| Rate of absence            | %     | 1.7   | 1.8   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 2,607 | 2,007 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | 1    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | 9.1  | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Nottingham, UK

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 31   | 30   |
| Energy                                   | 1,000 GJ                         | 16   | 17   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 31   | 30   |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 26.6 | 31.6 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 1    | 2    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |



## Site Nottingham, UK (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 88    | 94    |
| Women                      | %     | 37.5  | 40.4  |
| Men                        | %     | 62.5  | 59.6  |
| Rate of employee turnover  | %     | 2.4   | 13.9  |
| Average age                | years | 46.9  | 45.9  |
| Average seniority          | years | 12.1  | 11.6  |
| Rate of absence            | %     | 2.0   | 2.2   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 8,359 | 9,868 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Ottawa, Canada

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 94   | 62   |
| Energy                                   | 1,000 GJ                         | 78   | 52   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 86   | 55   |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | 7    | 3    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 7.1  | 17.3 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 2    | 6    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | 10   | 6    |
| Neighbor complaints                      | no.                              | -    | -    |

## Site Ottawa, Canada (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 49    | 50    |
| Women                      | %     | 24.5  | 30.0  |
| Men                        | %     | 75.5  | 70.0  |
| Rate of employee turnover  | %     | 10.3  | 8.0   |
| Average age                | years | 42.5  | 42.7  |
| Average seniority          | years | 10.0  | 9.4   |
| Rate of absence            | %     | 1.4   | 1.4   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 1,739 | 4,204 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | 3    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | 33.4 | -    |

# Site Pilar, Argentina

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 34   | 52   |
| Energy                                   | 1,000 GJ                         | 12   | 12   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 36   | 51   |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 70.0 | 42.7 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 1    | 1    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |

## Site Pilar, Argentina (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 76    | 79    |
| Women                      | %     | 25.0  | 26.6  |
| Men                        | %     | 75.0  | 73.4  |
| Rate of employee turnover  | %     | 2.6   | 12.5  |
| Average age                | years | 39.0  | 37.6  |
| Average seniority          | years | 4.1   | 3.0   |
| Rate of absence            | %     | 1.8   | 1.9   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 1,462 | 3,818 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Salem, USA

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 58   | 53   |
| Energy                                   | 1,000 GJ                         | 86   | 92   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 55   | 49   |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 16.8 | 14.9 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 7    | 8    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | 4    | 2    |
| Neighbor complaints                      | no.                              | 1    | -    |

## Site Salem, USA (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 134   | 151   |
| Women                      | %     | 28.4  | 26.5  |
| Men                        | %     | 71.6  | 73.5  |
| Rate of employee turnover  | %     | 16.4  | 13.5  |
| Average age                | years | 43.6  | 42.5  |
| Average seniority          | years | 9.8   | 9.0   |
| Rate of absence            | %     | 1.5   | 1.2   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 2,013 | 4,276 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | 1    |
| Occupational diseases                      | no.                       | -    | 1    |
| Frequency of occupational accidents        | per million working hours | -    | 4.0  |
| Frequency of occupational diseases         | per million working hours | -    | 4.0  |

# Site Saskatoon, Canada

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 33   | 28   |
| Energy                                   | 1,000 GJ                         | 20   | 21   |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 29   | 24   |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | 1    | -    |
| Percentage of total waste recycled       | %                                | -    | -    |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 2    | 2    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |



## Site Saskatoon, Canada (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 85    | 85    |
| Women                      | %     | 42.4  | 40.0  |
| Men                        | %     | 57.6  | 60.0  |
| Rate of employee turnover  | %     | 7.3   | 7.0   |
| Average age                | years | 41.6  | 40.3  |
| Average seniority          | years | 7.3   | 6.7   |
| Rate of absence            | %     | 1.9   | 1.4   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 5,634 | 2,053 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Shenyang, China

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 3    | 3    |
| Energy                                   | 1,000 GJ                         | 3    | 3    |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 2    | 3    |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | -    | -    |
| <b>Waste</b>                             |                                  |      |      |
| Waste                                    | 1,000 tons                       | -    | -    |
| Percentage of total waste recycled       | %                                | 51.9 | 77.3 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 1    | 1    |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | -    | -    |
| Neighbor complaints                      | no.                              | -    | -    |

## Site Shenyang, China (continued)

|                            |       | 2016 | 2015 |
|----------------------------|-------|------|------|
| <b>SOCIAL</b>              |       |      |      |
| <b>Employee statistics</b> |       |      |      |
| Employees, total           | no.   | 34   | 37   |
| Women                      | %     | 14.7 | 21.6 |
| Men                        | %     | 85.3 | 78.4 |
| Rate of employee turnover  | %     | 5.6  | 5.4  |
| Average age                | years | 34.9 | 34.1 |
| Average seniority          | years | 6.9  | 6.2  |
| Rate of absence            | %     | 0.3  | 0.2  |
| <b>Training costs</b>      |       |      |      |
| Average spent per employee | DKK   | 160  | 564  |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | -    | -    |
| Occupational diseases                      | no.                       | -    | -    |
| Frequency of occupational accidents        | per million working hours | -    | -    |
| Frequency of occupational diseases         | per million working hours | -    | -    |

# Site Tianjin, China

|  |                                  | 2016 | 2015 |
|--|----------------------------------|------|------|
| <b>ENVIRONMENT</b>                       |                                  |      |      |
| <b>Consumption of resources</b>          |                                  |      |      |
| Water                                    | 1,000 m <sup>3</sup>             | 875  | 853  |
| Energy                                   | 1,000 GJ                         | 467  | 474  |
| <b>Wastewater</b>                        |                                  |      |      |
| Volume                                   | 1,000 m <sup>3</sup>             | 569  | 558  |
| <b>Biomass</b>                           |                                  |      |      |
| Biomass volume                           | 1,000 tons                       | 17   | 14   |
| <b>Waste</b>                             |                                  |      |      |
| Waste, total                             | 1,000 tons                       | 2    | 2    |
| Percentage of total waste recycled       | %                                | 55.4 | 52.9 |
| <b>Environmental impact of emissions</b> |                                  |      |      |
| Global warming                           | 1,000 tons CO <sub>2</sub> -eqv. | 77   | 78   |
| <b>Environmental compliance</b>          |                                  |      |      |
| Breaches of regulatory limits            | no.                              | 1    | 2    |
| Neighbor complaints                      | no.                              | -    | 3    |

## Site Tianjin, China (continued)

|                            |       | 2016  | 2015  |
|----------------------------|-------|-------|-------|
| <b>SOCIAL</b>              |       |       |       |
| <b>Employee statistics</b> |       |       |       |
| Employees, total           | no.   | 475   | 462   |
| Women                      | %     | 36.4  | 35.7  |
| Men                        | %     | 63.6  | 64.3  |
| Rate of employee turnover  | %     | 3.7   | 5.9   |
| Average age                | years | 36.2  | 35.6  |
| Average seniority          | years | 9.4   | 8.9   |
| Rate of absence            | %     | 0.9   | 0.8   |
| <b>Training costs</b>      |       |       |       |
| Average spent per employee | DKK   | 1,165 | 1,944 |

|  |                           | 2016 | 2015 |
|--|---------------------------|------|------|
| <b>HEALTH AND SAFETY</b>                   |                           |      |      |
| <b>Occupational accidents and diseases</b> |                           |      |      |
| Accidents with absence                     | no.                       | 2    | 2    |
| Occupational diseases                      | no.                       | -    | 1    |
| Frequency of occupational accidents        | per million working hours | 2.3  | 2.7  |
| Frequency of occupational diseases         | per million working hours | -    | 1.4  |