



Corporate Mind

Promega is flexing our muscles in the fight against colorectal cancer by supporting research and bringing awareness to this disease.



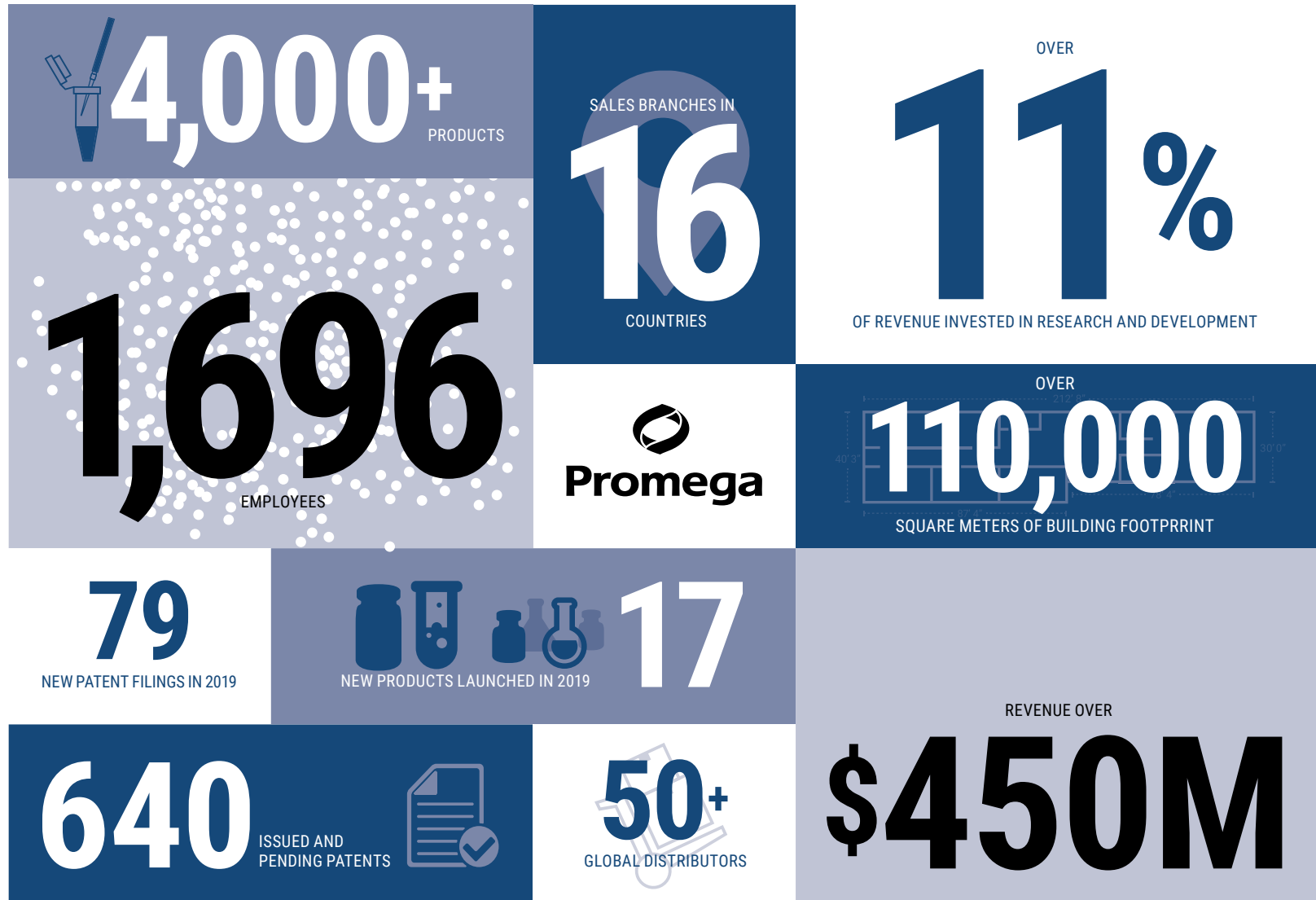
...we find that as we *develop the full potential* inherent in each of us; our perceptions of limitations change: the impossibilities of yesterday become the probabilities of tomorrow.

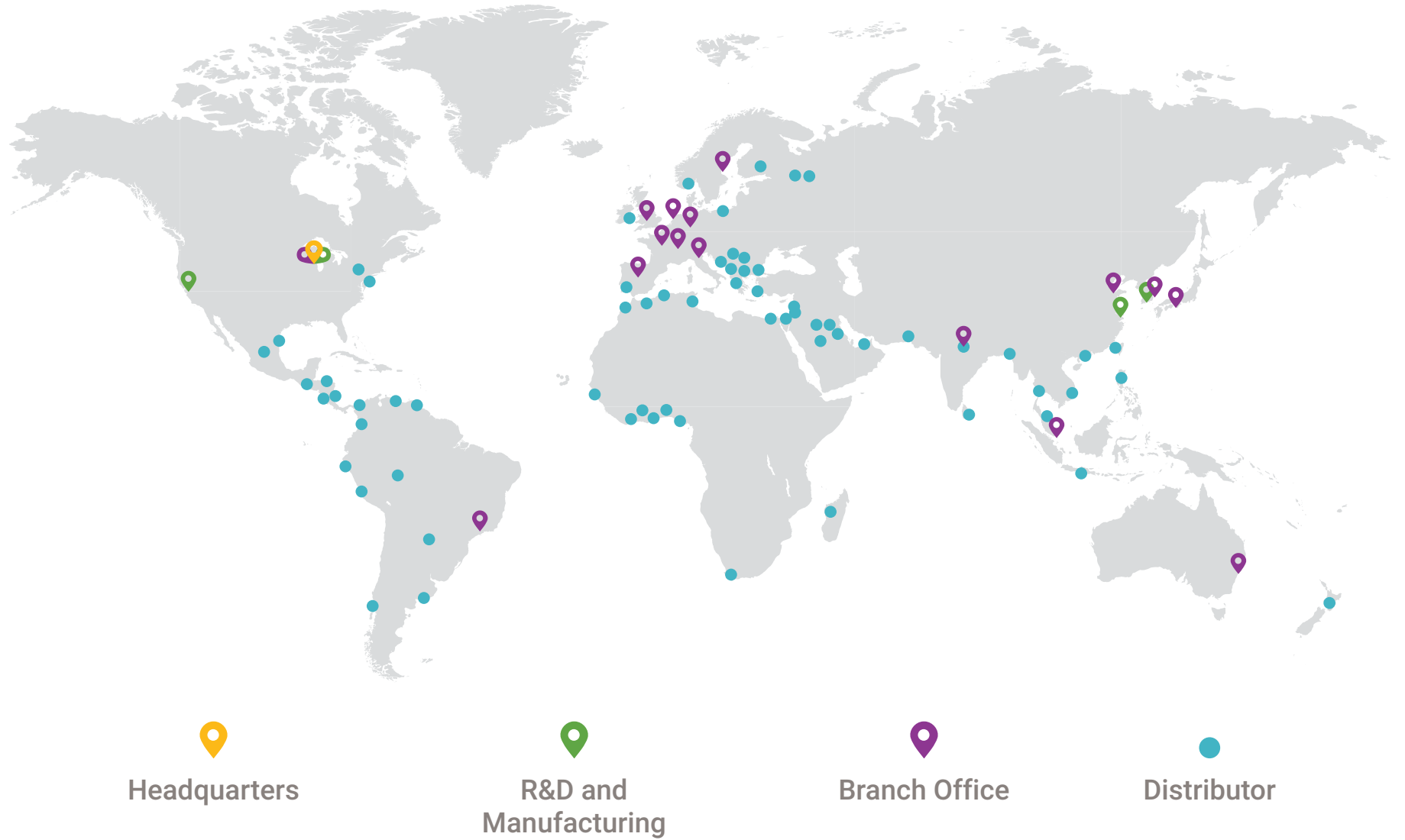
WILLIAM A. LINTON
Chairman and CEO

Corporate Mind

In a rapidly changing world, we reflect on how Promega contributes to scientific advancement and improving life around the globe. We look for qualities that stand the test of time—the sense that we can seek and co-create meaning and purpose for the larger community of customers, suppliers and stakeholders, both as an organization and for ourselves as individuals. Our business is life science, and our lives are fueled by curiosity and life-long learning. It's a thread that appears in countless forms across our global organization. Founded in 1978, our company is headquartered in Madison, WI, USA, with sales branches in 16 countries, more than 50 global distributors, and three global manufacturing locations. Promega is governed by a Board of Directors and daily operations are led by the Corporate Leadership Team and global Branch Managers. This diverse group brings wide-ranging expertise and unique cultural experience to management decisions.

PROMEGA BY THE NUMBERS: 2019





PURPOSE, VISION AND VALUES

Purpose

Promega exists on an evolutionary frontier where the values of science, business and human well-being intersect. Acknowledging these interdependencies, Promega cultivates its environment to allow employees to flourish, develop deep and enduring relationships with customers and all stakeholders and create intelligent life-science solutions.

Vision

Promega Corporation grows from a vision where success is measured in meaning generated for people and in relationships sustained by both value and purpose. With an eye toward a changing future, Promega continues to evolve:

- Our life sciences tools to accelerate discovery and realize innovative and practical applications of advanced technology.
- Our commitment to improving human health.
- Our work environments, which support and perpetuate curiosity, self-awareness and community integration.
- Our capacity as a stable resource for the growth and transformation of the people and communities we touch.

In essence, our vision spans across all life and moves us to act on the knowledge that we are interdependent.

Values

Promega reflects a set of living values that include:

- Contributing to the advancement of science for improving life in the global community.
- Operating as an adaptable living organism in which each element and human contribution are a vital part of a whole and capable of responding to the emerging complexities of our time.
- Encouraging personal development through inner and outer exploration and self-awareness practices.
- Recognizing that both work and home cultivate wholeness and wholeheartedness. We do this through learning, offering the best of ourselves, integrating new insights and developing inner and outer qualities that allow each individual to be present and engaged.
- Rewarding and acknowledging achievement through creativity, risk-taking, process improvements and innovation.
- Promoting adaptability and flexibility in the workplace.

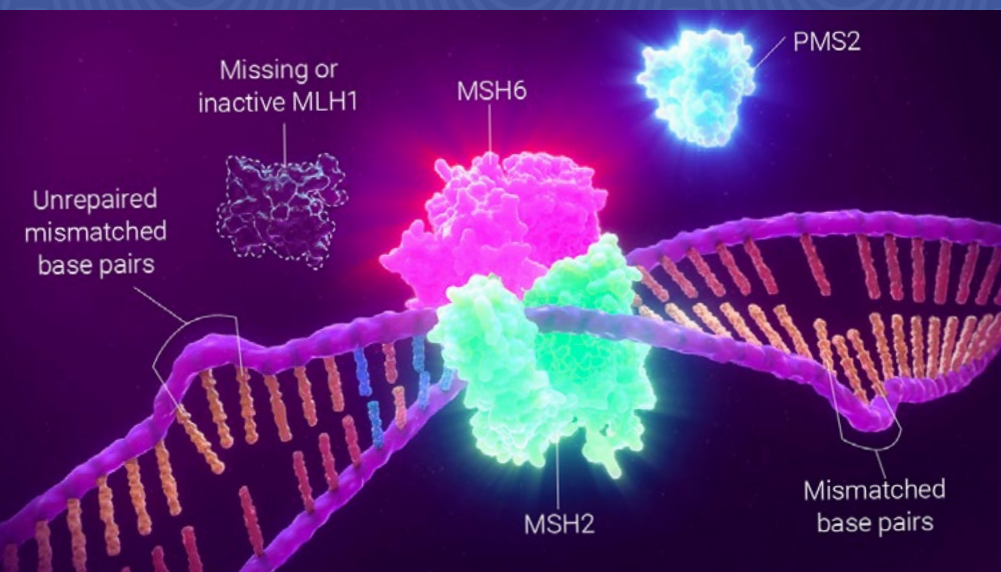


An Applications Scientist works in a Promega Madison lab.

INVESTMENT IN THE FUTURE

We look at human needs to anticipate our customers' wishes while providing an inspiring place for employees to work and support the communities in which we live. We commit to building a long-term sustainable future through investments in innovation, people, products and services, infrastructure and community outreach.

In the last year, we demonstrated this commitment through investment in scientific innovation, expansion of global facilities and development of technical and leadership capabilities. Our focus in these areas means we can continue to meet customer needs and generate increased value that equates to not only financial but also meaningful growth for the goods, services, incomes, and community well-being we provide.



In 2019, Promega announced a global collaboration with Merck to develop the Promega MSI technology as an on-label, solid tumor companion diagnostic (CDx) for use with Merck's immune checkpoint anti-PD-1 therapy, KEYTRUDA®. The Promega MSI Analysis System is used to identify tumors that are likely to respond well to immunotherapy. Learn more about this diagnostic and how other technologies are making a difference in the Product Reach section.

Effects of Products and Innovation

We provide innovative solutions and technical support to researchers, technicians and analysts in life sciences, industry and government. Over 4,000 catalog and additional custom products enable our worldwide customers to advance knowledge in the fields of genomics, proteomics, cellular analysis, molecular diagnostics, human identification and applied biotechnology. In the last year, product revenue exceeded \$450 million. The Product Reach section of this report expands on how our products benefit human health and advance the scientific community.

Our growing investment in innovative research resulted in 79 new patent filings in 2019, bringing our intellectual property library to over 434 granted patents and 206 pending patents. In the last year, Promega launched 17 new products, fulfilling customer needs by:

- Aiding life science research with automated solutions.
- Advancing forensic DNA testing.
- Improving methods for studying protein structure and function.
- Optimizing research in clinical labs.
- Expediting discovery of biotherapeutics.

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Projects implemented by Promega engineers and our facilities teams in 2019 saved over 2 million gallons of water and enough energy to power 50 homes for an entire year. Learn more about our commitment to environmental sustainability in the Planet Aware section.



The Feynman Center on the Promega Madison campus

Investments in People and Place

Our global facilities exceeded 1.1 million square feet or 110,000 square meters, all applying sustainable design approaches. Expansion of our branch facilities in the UK and Germany completed in 2019, providing creative workplaces and healthy spaces for our employees, customers and community outreach. In addition, construction is well underway in Madison on a world-class research building and also a state-of-the-art component manufacturing facility. These buildings will add 435,000 ft² or 40,000 m² to the Promega footprint when completed in the next few years. For details on these expansions and environmental focus of all operations, see the Planet Aware section of this report.

CONSCIOUS LEADERSHIP

At the heart of science is the understanding of the interdependent, complex and dynamic nature of systems. With nearly 1,700 individuals worldwide, this complexity is increasingly true at Promega as well. In rapidly changing environments, our leaders use their minds and hearts to flourish. We are continuously developing an environment that fosters personal connections and creates trust in the face of ambiguity to encourage conscientious and courageous action. We support the simultaneous use of intuition and the conscious awareness of emotions, sensations, and connections when developing vision and outlook. We want a space in which everyone has an opportunity for self-awareness, personal transformation and professional development. The People Care section of this report expands on ways that Promega invests in our people and focuses on strengthening relationships.



Promega global general managers gather in Madison, WI.



Our active and continuously developing Emotional and Social Intelligence (ESI) initiative emphasizes connection and encourages employees globally to grow and become their best. ESI skills support an environment that respects diverse traditions, heritages, experiences and perspectives. Learn about all the ways Promega supports employees in the People Care section.

Advancing Diversity

As a global company, we acknowledge and honor the fundamental value and dignity of all individuals and pledge ourselves to creating and maintaining an environment that respects diverse traditions, heritages, experiences and perspectives. Being relevant requires continued focus on building diversity and inclusion. Increasing minority and gender diversity is a goal for hiring and promotion. Women represent approximately 47% of employees worldwide and occupy 39% of management positions. With offices in 16 culturally diverse locations, we benefit from the unique cultures and experiences of all employees.

Respecting Human Rights

As a member to the UN Global Compact, Promega follows all regulations regarding employment and has zero tolerance for violations of human rights. We are committed to upholding and advancing The Universal Declaration of Human Rights by developing productive business relationships around the world to continue working cooperatively among different customs and cultures. Issues that we take very seriously include:

- Protecting children from exploitation.
- Protecting all workers from modern slavery.
- Paying at least minimum wage.
- Safe working conditions.

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



Promega Corporation and branches in Spain, Singapore, France, Switzerland, Germany and the Netherlands support the International Genetically Engineered Machines (iGEM) competition for emerging scientists. Learn more about this and other efforts to give back in the Community Touch section.

Prioritizing Anti-Corruption

Promega aims to operate with the greatest integrity and has zero tolerance for corruption or bribery. This commitment to anti-corruption is communicated to all employees in a Code of Conduct and additional training is provided to managers and employees in purchasing or sales departments.

ALIGNING VALUES THROUGHOUT THE SUPPLY CHAIN

Promega recognizes the effect and importance that suppliers have in the scope of our Corporate Responsibility and forms partnerships with companies who have similar commitments. Our Supplier Code of Conduct outlines our expectations relating to business ethics, labor, health and safety, and environmental responsibility. This document is shared with new and existing suppliers to encourage collaboration in these areas. A focus on sourcing from local suppliers also supports local communities and reduces environmental effects from shipping.

LIVING IN A BROADER SENSE OF PLACE

“Place” is not singular at Promega. Our sense of place covers all touch points by integrating work, home and community. We understand how any one touch point can impact the others: A tough day at work can mean an irritable evening at home, and poor community connections can leave gaps resulting in misunderstanding. By living with regard to the interactions and dependencies of each of these “places,” we can become more fully fueled in ourselves, our work and our understanding of each other. Just as importantly, we open ourselves to greater learning and innovation for the future.



Promega was recognized by the Wisconsin Economic Development Association (WEDA) for making significant contributions to Wisconsin's economy.

Within the context of each place (work, home, community), we find complexity. For example, Promega engagement in community includes multiple approaches like opening opportunities for employees to give back on their terms, supporting our emerging scientists around the world and fostering greater creativity and learning. Stories on many of these actions are shared throughout this report.

The benefits of this work reach far beyond good will. Our work brings growth and real impact to the community bottom line. In the state of

Wisconsin alone, a third-party economist estimates that Promega has an annual economic impact of over \$1 billion each year.

Growth and success of any business, especially one the size and scope of Promega, can have a positive ripple effect in communities, which comes back again to support long-term, sustainable practices. Creating such a positive cycle happens when we are connected and share our place with all stakeholders.