— we help people achieve healthy skin

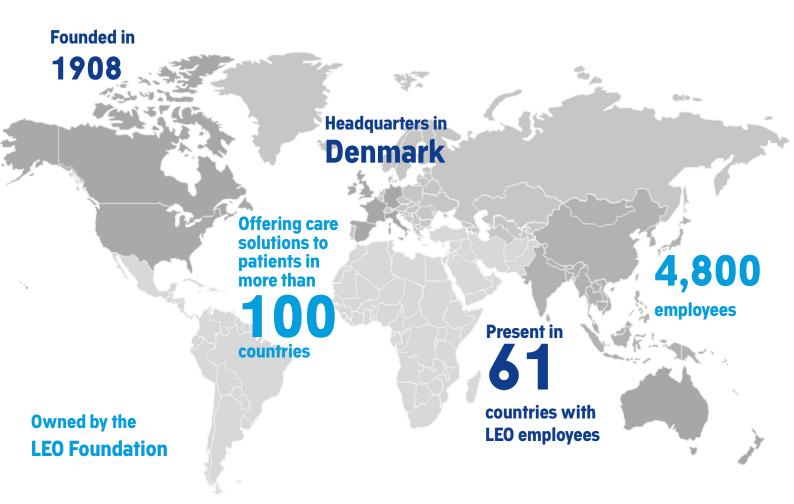


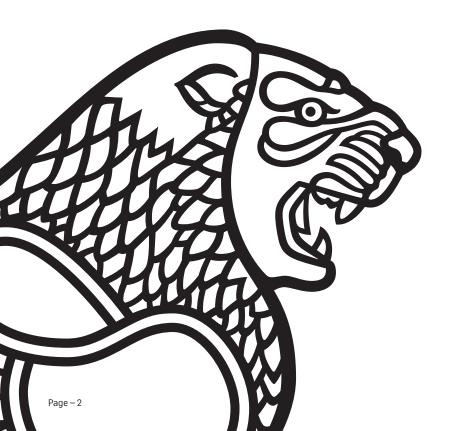
Corporate Social Responsibility (CSR)

LEO Pharma CSR Report 2014



LEO Pharma in brief





Therapeutic areas

Psoriasis
Actinic keratosis
Skin infections
Eczema
Acne
Thrombosis
Other areas of care

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This report represents LEO Pharma's compliance with Section 99a and 99b of the Danish Financial Statements Act

We help people achieve healthy skin

LEO vision

We are the preferred dermatology care partner improving people's lives around the world

Statement from the President & CEO

Dear stakeholders,

Our mission in LEO Pharma is to help people achieve healthy skin and in 2014 we have helped 48 million patients. LEO Pharma is committed to changing the impact skin diseases have on people's lives.

In 2014, the WHO resolution on psoriasis was adopted, recognising psoriasis as a chronic and disabling disease – a significant step for patients worldwide – which LEO Pharma supports.

LEO Pharma is experiencing a transformation. We have moved to a more holistic view of patients and their needs. We are becoming a patient-centric dermatology care partner, which also affects our Corporate Social Responsibility (CSR) approach.

In 2013, we updated our LEO CSR strategy. With a patient-centric mindset, we developed the following four strategic CSR pillars as our focal points for defined focus areas and progress:

- Environment & Safety
- People & Health
- Compliance & Ethics
- Partnerships & Collaboration

High business standards play a significant role in ensuring our continued growth and success, as well as achieving our vision of becoming the preferred dermatology care partner improving people's lives around the world.

Our business strategy sets the direction for LEO Pharma being a sustainable company. We have a business-driven approach to CSR and acknowledge our economic, social and environmental responsibility when providing therapies for the benefit of patients and society.

This LEO Pharma CSR Report for 2014 provides an overview of selected CSR-related policies, focus areas and achievements for the financial year 1 January - 31 December 2014 and furthermore future plans.

The reporting follows the four strategic CSR pillars including our focus areas for 2013-2016 and our CSR policy reaffirming that LEO Pharma complies with the principles of the UN Global Compact within the areas of human rights, labour, environment and anti-corruption.



LEO Pharma helped 48 million patients in 2014

We wish to emphasise the achievement of the following goals for 2014

- ISO 14001 certification of two manufacturing sites
- OHSAS 18001 certification of three manufacturing sites
- Follow-up actions on LEO Global Engagement Survey
- Launch of the LEO WhistleBlower Hotline
- Development of Third Party Compliance Framework
- Follow-up on transparency in clinical trials

On behalf of Group Management

Gitte P. Aabo President & CEO

The commitment of LEO Pharma

The skin is the largest organ of the human body. Millions of people around the world suffer from skin diseases. LEO Pharma is committed to improving the lives of people suffering from skin diseases such as psoriasis, actinic keratosis, skin infections & eczema and acne. Furthermore we are engaged in the treatment of thrombosis and moreover we cover other areas of care.

Psoriasis

Psoriasis is a chronic, inflammatory disease, which is frequently accompanied by multiple physical and/or psychological comorbidities, such as metabolic syndrome and psoriatic arthritis. Psoriasis is estimated to affect about 2-4% of the population in western countries. 80% of patients are affected by psoriasis vulgaris – the most common clinical form of psoriasis.

Actinic keratosis

Actinic keratosis (AK) is a common skin lesions which are often red and scaly. The majority of lesions are caused by cumulative sun exposure in fair-skinned people. AK is a precursor to non-melanoma skin cancer (NMSC). The number of patients with actinic keratosis is rapidly growing, especially in Europe, the US and Australia. Prevalence currently ranges from 11-25% in the Northern Hemisphere to 40-60% in the Southern Hemisphere.

Skin infections & Eczema

Skin Infections & Eczema represent a significant burden for millions of patients around the world. Skin infections are growing rapidly in the developing markets due to poor hygiene conditions. The term 'eczema' is used in two different ways. It can be used widely to describe any rash-like skin conditions. It is, however, usually used specifically to refer to the most common type of these skin conditions: atopic dermatitis. Atopic dermatitis (AD) – also called atopic eczema – is a chronic condition affecting up to 20% of the population. The term covers a wide range of skin problems, and it is presumed that both genetic and environmental factors may lead to AD. AD describes a type of skin irritation which has no known cause.

Acne

Acne vulgaris, more commonly known simply as 'acne', is a widespread skin disorder estimated to affect 80% of the population at some point in their lives and accounts for over 30% of dermatology visits. It is typically classified as 'mild', 'moderate', or 'severe', and while much has been learned in the last decade, the exact causes linked to its manifestation remain unknown.

Thrombosis

Thrombosis refers to a blood clot that forms in your artery or vein. Blood clots in the veins are also called venous thromboembolism (VTE). They can form in the deep veins of the body. This condition is called deep vein thrombosis (DVT). Sometimes pieces from a DVT can break loose and travel with the blood stream to the lungs, where they get stuck. When this happens, it is called a pulmonary embolism (PE). Cancer patients are at significant increased risk of developing (VTE) which represent the second leading cause of death after the cancer itself.

Other areas of care

LEO Pharma has a range of well-established products in the areas of cardiovascular, antibiotics, coagulation, osteoporosis and renal care.

LEO CSR Strategy

Based on a materiality assessment with a patient-centric focus, we have developed the following four strategic CSR pillars in line with our business strategy:



ENVIRONMENT & SAFETY

LEO Pharma aims to protect the environment, prevent pollution and promote efficient energy use.

We aim to minimise our environmental impact through programmes focusing on continuous improvements.

Furthermore, we aim to offer a safe working environment in accordance with international standards.



PEOPLE & HEALTH

In LEO Pharma, the LEO people form the basis for the success of our company.

Therefore LEO Pharma supports the continuous development of the LEO people.

Also, LEO Pharma aims to offer a healthy working environment, and supports and respects the protection of internationally adopted human rights, including the fundamental workers' rights espoused by the International Labour Organisation.



COMPLIANCE & ETHICS

LEO Pharma aims to be a responsible corporate citizen wherever the Group operates. Our reputation and the trust of our stakeholders are among our most valuable assets.

As a pharmaceutical company with high ethical standards, we take responsibility for our actions, and we recognise that we are accountable not only for what we do, but also for how we do it.



PARTNERSHIPS & COLLABORATION

LEO Pharma strives to gain a better disease insight to use in the further development of medical products and solutions for the benefit of patients and society.

We acknowledge the importance of partnerships and collaboration in our everyday operations and we expect that third parties working with or on behalf of LEO Pharma comply with LEO Code of Conduct as well as applicable laws and regulations and uphold high quality and ethical standards.

"In LEO Pharma, we put the patients at the centre of everything we do "



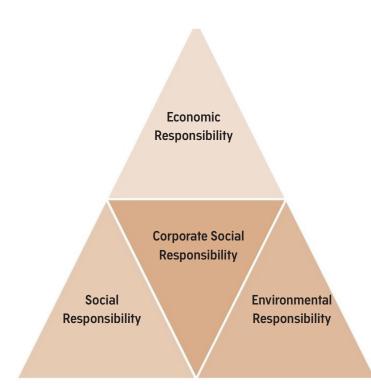
Anchoring of Corporate Social Responsibility (CSR) in LEO Pharma

Corporate Social Responsibility (CSR) is embedded in the business of LEO Pharma and the behaviour of LEO employees. CSR is an integrated part of our vision and mission, and builds on the LEO values. The LEO Pharma Compliance Board is the central steering committee for CSR. Furthermore, a team of internal LEO CSR drivers representing relevant areas of the organisation has been selected to drive the defined goals supporting the LEO CSR strategy and act as ambassadors for CSR in LEO Pharma in addition to the LEO employees themselves. In 2014, LEO Pharma launched a new transparent corporate responsibility section on our website to make our CSR strategy publicly available, including selected policies with reference to corporate responsibility.

LEO Corporate Social Responsibility (CSR) Policy

LEO Pharma aims to be a responsible corporate citizen wherever we operate. Our values, LEO Code of Conduct and supporting guidelines set the tone. The aim of our activities is to offer pharmaceutical products and solutions for the benefit of both patients and society.

LEO Pharma complies with applicable laws, regulations and international requirements as well as the United Nations Global Compact principles for human rights, labour rights, the environment and anti-corruption in line with our LEO value of Integrity.



We have a business-driven CSR approach and we acknowledge our Economic, Social and Environmental Responsibility when providing therapies for the benefit of patients and society.

Economic Responsibility

LEO Pharma's primary economic contribution to society is the result of our innovation, investments and production, taking due account of sustainable social, environmental and economic development. This includes profits generated and taxes and duties paid. In this way, we make a positive contribution to sustainable economic growth in the countries in which we operate.

Social Responsibility

LEO Pharma aims to offer a healthy and safe working environment and supports and respects the protection of internationally adopted human rights, including the fundamental worker's rights espoused by the International Labour Organisation. We strive actively to improve occupational health and safety in accordance with international standards.

Environmental Responsibility

LEO Pharma aims to protect the environment and climate and to prevent pollution and to promote efficient use of energy and water. In general, we aim to minimise our environmental impact through programmes focusing on continuous improvement as set out in specific environmental and energy guidelines.

This policy describes the overall principles in LEO concerning CSR and is supported by a CSR strategy with defined goals and milestones.

Third parties working on behalf of LEO must follow the same principles as outlined in this policy.

CSR in LEO Pharma

Focus areas 2013-2016*



Environment & Safety



People & Health



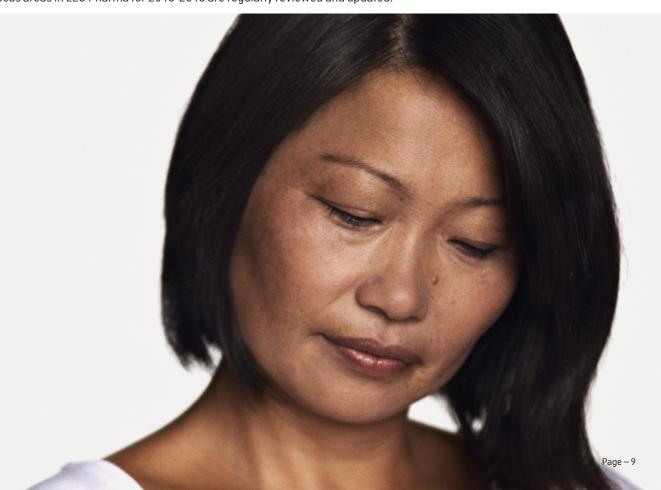
Compliance & Ethics



Partnerships & Collaboration

- Obtain ISO 14001 certification for all manufacturing sites
- Reduce CO₂ emissions
- Initiate energy saving projects
- Continue our support and respect of human and labour rights
- Strengthen occupational health
- Development, retention and recruitment of LEO people
- Obtain OHSAS 18001 certification for all manufacturing sites
- Reducing Lost Time Injury (LTI) rate
- Strengthen the compliance culture
- Ensure updated LEO Code of Conduct and supporting guidelines
- Work against corruption and bribery
- Ensure the possibility to report unethical behaviour
- Establish trusted partnerships including partnership framework
- Improve animal welfare within Replacement, Reduction & Refinement (3R's)
- Enhance transparency in clinical trials
- Develop Third Party Compliance Framework
- Ensure relevant community engagement

^{*} The CSR focus areas in LEO Pharma for 2013-2016 are regularly reviewed and updated.



Environment & Safety



LEO Pharma aims to protect the environment, prevent pollution and promote efficient energy use.

We aim to minimise our environmental impact through programmes focusing on continuous improvements.

Furthermore, we aim to offer a safe working environment in accordance with international standards.

Focus areas

- Obtain ISO 14001 certification for all manufacturing sites
- Reduce CO₂ emissions
- Initiate energy saving projects

"Receiving ISO 14001 certification for our manufacturing sites in Ballerup and Esbjerg represents two very important milestones in reaching our defined environmental goals for 2015"

- Brendan Fitzpatrick, Vice President, Interim Head Global Product Supply

Environment & Safety

People & Health
Compliance & Ethics
Partnerships & Collaboration

This section is dedicated to our CSR strategic pillar "Environment & Safety". You will find information about policies, focus areas, achievements in 2014 and future plans. Details in regards to safety, is to be found in the section "People and Health". For an overview of focus areas, goals and milestones 2013-2016, see appendix.

Policies

LEO Code of Conduct and environmental and energy policy

LEO Code of Conduct is mandatory for all LEO employees and acts as the framework for our behaviour. New LEO employees will be trained in LEO Code of Conduct within a short period of employment. Our environmental and energy policy derives from LEO Code of Conduct and states our commitment to protect the environment, prevent pollution and promote efficient energy use in LEO Pharma.

LEO Pharma has six manufacturing sites in total. Five of the manufacturing sites are based in Europe and one in Australia.

The environmental and energy policy has been implemented at our six manufacturing sites, and an internal communication platform has been developed to create awareness among LEO employees concerning protection of the environment and prevention of pollution, and to promote efficient energy use. The environmental and energy policy is publicly available at www. leo-pharma.com in our Corporate Environment, Health, Safety and Energy Report for Manufacturing Sites.

Focus areas and achievements

Obtain ISO 14001 certification for all manufacturing sites

To reduce the environmental footprint of our manufacturing sites, we have developed a plan for certification of environmental management systems. Our defined focus area for 2015 is to obtain ISO 14001 certification for all six of our manufacturing sites. This enables us to identify, monitor and control the company's environmental performance so as to continuously reduce our environmental impact. This commitment is supported by our environmental and energy policy.

A plan for the environment and energy ISO 14001 certification has been prepared for all our manufacturing sites, supported by our environmental and energy policy. Our manufacturing sites in Dublin, Ireland, and Vernouillet, France, are ISO 14001 certified. In addition, the Dublin manufacturing site has gained ISO 50001 energy certification.

Achievements in 2014

Our manufacturing sites in Ballerup and Esbjerg in Denmark obtained ISO 14001 certification in Q1 2014 as planned. This means that our defined goals for 2014 and our overall goal for 2015 concerning the manufacturing sites in Ballerup and Esbjerg have been achieved.

In Cork, Ireland, the ISO 14001 system to obtain certification was in place in 2014. However, certification has been postponed from 2014 to 2015.

We are on track to obtain certification as our defined goal in 2015 for our manufacturing site in Southport, Australia. The ISO 14001 system was in place in 2014.

End of 2014, four out of six LEO manufacturing sites have obtained ISO 14001 certification. Furthermore we are on track concerning the remaining two manufacturing sites, both scheduled to obtain ISO 14001 certification in 2015.

Reduce CO, emissions

To minimise CO_2 emissions, our ambition is e.g. to reduce our business travel activities. Our travel policy is part of our initiative to build a new approach towards business travel. The business travel policy states that, whenever possible and relevant, LEO audio and video conference facilities should be preferred to travel. A new IT system was introduced in LEO Pharma in 2014, making telephone and video conferences more easily accessible, providing an alternative to business travel.

In June 2014, an energy awareness campaign was rolled out in LEO Pharma, adding focus on how to reduce energy in our daily operations.

Initiate energy saving projects

One environmental and energy goal for 2015 has been to implement energy saving projects (resulting in a 15% reduction in energy consumption compared with 2010), leading to energy saving projects equivalent to 20,000 MWh being implemented by the end of 2015. The energy goal has already been reached and new goals for 2020 have been defined.

Furthermore, 14 energy saving projects have been initiated in 2014 resulting in savings of 2255 MWh.

At LEO Pharma Ballerup, three energy optimisation projects were implemented in 2014, resulting in annual savings of 1295.5 MWh.

At LEO Pharma Cork, a project to replace an existing filtration unit resulted in saving of $54.5 \, MWh/year$.

At LEO Pharma Dublin, an initiative in relation to upgrade and replacement of air handling and LED lighting in the main production packing floor, has led to a total savings of 326 MWh.

At LEO Pharma Southport, three projects have led to energy savings of total 238 MWH. One of the projects concerned managing the usage of a smaller chiller, leading to energy savings of 146 MWh in 2014.

The manufacturing site in Vernouillet carried out five different energy optimisation projects in 2014, resulting in a total of 341 MWh annual savings.







Waste and water use reduction projects

In LEO Pharma, we support initiatives concerning waste reduction, reuse and recycling. We sort our waste into different fractions and regularly investigate the options for additional sorting to minimise waste through e.g. LEAN activities across our Global Product and Supply organisation. For example, an internal awareness campaign on world environment day was rolled out in 2014, with attention to water and energy.

Future plans

The goal for 2015 is that all of our manufacturing sites have obtained ISO 14001 certification. Two of our manufacturing sites are remaining and scheduled for certification in 2015. Furthermore, we will continuously evaluate effective and coherent energy solutions across our manufacturing sites. In 2015, we plan to update our current environmental and energy guidelines, also addressing climate change. These guidelines will be implemented in 2016.

A global campaign with focus on how to reduce CO₂ emissions, e.g. reducing business travel activities, is planned for 2015.

Furthermore, a project team will in 2015 look into the future design of collection of data on CO_2 emissions related to business travel and related to transportation of core raw materials.

One defined goal is to execute and implement a minimum of two waste and/or water use reduction projects (reuse and recycle) before 2016.

In 2014, we have been working to define environmental, climate and energy goals for 2020, and this work will continue.

People & Health



PEOPLE &

In LEO Pharma, the LEO people form the basis for the success of our company.

Therefore LEO Pharma supports the continuous development of the LEO people.

Also, LEO Pharma aims to offer a healthy working environment, and supports and respects the protection of internationally adopted human rights, including the fundamental workers' rights espoused by the International Labour Organisation.

Focus areas

- Continue our support and respect of human and labour rights
- Strengthen occupational health
- Development, retention and recruitment of LEO people
- Obtain OHSAS 18001 certification for all manufacturing sites
- Reducing Lost Time Injury (LTI) rate

"The 85.2% response rate in our Global Engagement Survey in 2013 represents the many voices of LEO people. Our goal is for 8 out of 10 LEO people to recommend LEO Pharma as an employer in 2015 "

- Christian Scheuer, Vice President, Corporate HR

Environment & Safety

People & Health

Compliance & Ethics

Partnerships & Collaboration

This section is dedicated to our CSR strategic pillar "People & Health". You will find information about policies, focus areas, achievements in 2014 and future plans. For an overview of focus areas, goals and milestones 2013-2016, see appendix.

Policies

LEO Code of Conduct and policies

LEO Code of Conduct includes support and protection of human and labour rights as LEO employees must avoid discrimination and harassment, and dissociate from all forms of inhuman or degrading treatment or working conditions that present a danger to life or health.

Focus areas and achievements

Continue our support and respect of human and labour rights

LEO people form the basis for our company's success and we have focus on the continuous development of LEO people. We support a healthy working environment, supporting and respecting human and labour rights. It is our ambition to support a non-discriminating and inclusive workplace. We strive for diversity at all levels of the organisation.

In 2013, we defined the goal that within a four-year period – by 2017 at the latest – LEO Pharma A/S was to have at least one female board member in addition to the staff-elected board members. This goal was achieved in 2014 and the board now counts one female board member in addition to the staff-elected board members. At management levels below the Board of Directors of LEO Pharma A/S, both genders are equally represented (by at least 40%).

One of our goals is to develop a new policy to strengthen our support and protection of internationally adopted human and labour rights, supporting LEO Code of Conduct. LEO Pharma expects to have the policy ready and approved in 2015 for implementation in 2016.

Strengthen occupational health

To strengthen a healthy working environment, LEO Pharma has decided to identify causes of absenteeism due to factors in the psychosocial working environment. In 2014, various initiatives have been ongoing in relation to strengthening a healthy working environment, and thereby employee engagement, with a view to reducing work-related stress.

Development, retention and recruitment of LEO people

With highly skilled LEO people, we are able to deliver our promise to the patients. A Global Engagement Survey, LEO Voice, was carried out for the first time in September 2013 with a response rate of 85.2%. It is planned to conduct LEO Voice every second year.

Based on the outcome in the LEO Voice survey, a number of key focus areas were identified to improve the working environment and form the basis for a stronger LEO Pharma. One of the focus areas is competency development.

To support this focus area, a LEO global competency framework has been developed and partly implemented in selected departments in Headquarters in 2014, to provide LEO people with a direction for the path of their development and transparency within the organisation. The competency framework is planned to be fully globally implemented in 2015.

In connection hereto, a LEO Competency Model was launched in 2014. The model is a tailor-made tool to support employee development and is used in the Personal Development Dialogue (PDD) between managers and employees. PDDs are held twice a year, to grow the talent of LEO people and to discuss future career opportunities.

Obtain OHSAS 18001 certification for all manufacturing sites

LEO Pharma actively strives to offer and continuously improve a safe working environment in accordance with local and international standards.

Our focus area for 2015 is to obtain OHSAS 18001 certification for all of our manufacturing sites. A plan for OHSAS 18001 occupational health and safety certification has been prepared for all our manufacturing sites, supported by our Health & Safety policy. The manufacturing sites at Ballerup and Esbjerg in Denmark and Cork in Ireland are certified before 2014.

Achievements in 2014

In 2014, the following three manufacturing sites obtained OHSAS 18001 certification:

- Southport, Australia
- Dublin, Ireland
- Vernouillet, France

In addition, Ballerup and Esbjerg achieved recertification of the OHSAS 18001 system.

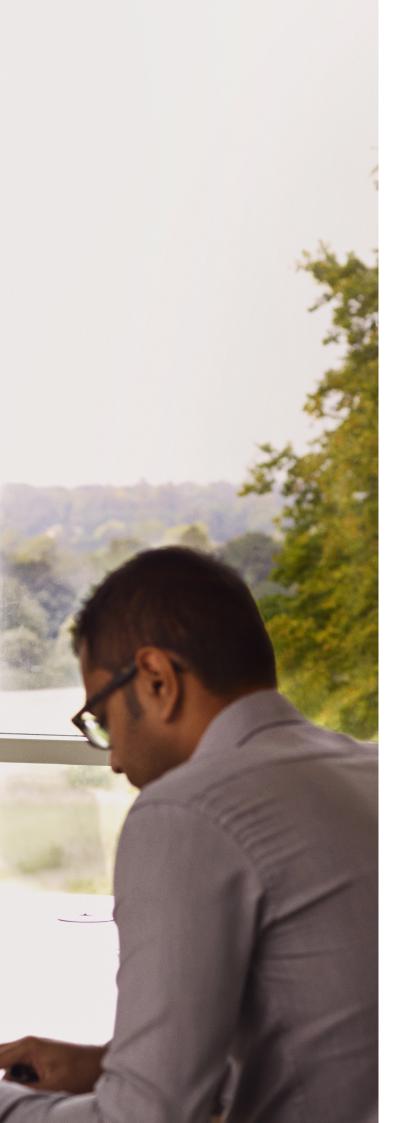
The manufacturing site in Southport, Australia, had the system in place in 2014 and OHSAS 18001 certification was expected to be achieved in 2015. However, it has already been obtained in 2014, one year ahead of the defined goal.

Dublin, Ireland, did not obtain OHSAS 18001 certification in 2013 as planned. The certification was obtained after a certification audit in October 2014.

All our manufacturing sites in LEO Pharma have obtained OHSAS 18001 certification and the defined goals for 2015 have been achieved in December 2014.







Reducing Lost Time Injury (LTI) rate

A safe workplace without injuries supports our ambition to deliver solutions to patients on time and emphasises our ambition that employees should feel safe at our workplace.

Our goal is to be on par with the best in the pharmaceutical industry by the end of 2015 regarding Lost-Time Injuries, hence we defined a goal of an LTI rate of ≤ 3 at our manufacturing sites in 2014.

The goal for 2014 was not achieved. We respond to this by giving the goal increased attention going forward.

In 2014, a safety awareness campaign entitled "10 GOOD ATTITUDES" was rolled out at our manufacturing sites to highlight safety at work. The campaign was kick-started by top management within Global Product Supply, promoting the safe working culture in LEO Pharma. Ongoing safety training has also been conducted.

Future plans

Developing the above mentioned policy to strengthen our support and protection of internationally adopted human and labour rights is a priority in 2015 for implementation in 2016.

To strengthen a healthy working environment, a dedicated project team will be established in 2015 in Headquarters, to decide how to collect data on absenteeism due to factors in the psychosocial working environment. Based on these data, a plan for future progress will be designed and followed up. Furthermore, to raise the understanding of stress prevention and management, an implementation package adding information, skills and training will be developed in 2015. Training in stress management for managers is scheduled for 2015 at Headquarters with planned implementation and global roll out in 2016.

Moreover, our second Global Engagement Survey (LEO Voice) is planned for 2015.

In addition, LEO Pharma will review and update our policy on health and safety in 2015 and plan for implementation in 2016, and define goal for the LTI rate for the LEO Group in 2020.

Compliance & Ethics



COMPLIANCE

LEO Pharma aims to be a responsible corporate citizen wherever the Group operates. Our reputation and the trust of our stakeholders are among our most valuable assets.

As a pharmaceutical company with high ethical standards, we take responsibility for our actions, and we recognise that we are accountable not only for what we do, but also for how we do it.

Focus areas

- Strengthen the compliance culture
- Ensure updated LEO Code of Conduct and supporting guidelines
- Work against corruption and bribery
- Ensure the possibility to report unethical behaviour

"Being a responsible company with high business standards plays a significant role in ensuring our continued success. Being aware of any misconduct in LEO is crucial for us, in order to constantly improve "

- Annette S. Nielsen, Senior Vice President, Corporate Finance, IT and Legal Affairs, Chairman of the LEO Compliance Board

Environment & Safety
People & Health
Compliance & Ethics
Partnerships & Collaboration

This section is dedicated to our CSR strategic pillar "Compliance & Ethics". You will find information about policies, focus areas, achievements in 2014 and future plans. For an overview of focus areas, goals and milestones 2013-2016, see appendix.

Policies

LEO Code of Conduct and Anti-corruption and Bribery Policy

Corruption and bribery are illegal and contrary to our values and ethical standards in LEO Pharma. We avoid and work against corruption and bribery. This is reflected in our LEO Code of Conduct and guidelines on anti-corruption and bribery, which are mandatory for all employees and hence implemented across the entire organisation.

LEO Pharma has continuous improvement of compliance and ethics in focus, and the establishment of the LEO Compliance Board reflects this approach. We continuously assess the risks of e.g. corruption and bribery in relation to our industry and the countries in which we operate.

Focus areas and achievements

Strengthen the compliance culture

In LEO Pharma, we are committed to compliance. We are determined to build a strong and transparent compliance culture by actively engaging LEO people in compliance, for the benefit and protection of patients.

In 2013, the initiative was taken to establish a LEO Compliance Board. As an oversight function, the LEO Compliance Board provides support and guidance to the organisation by setting the overall strategic direction to help strengthen the compliance community and culture as a whole in LEO Pharma.

Ensure updated LEO Code of Conduct and supporting guidelines

To strengthen the compliance culture and mindset in LEO Pharma, we are in the process of reviewing and adjusting our current document structure. By streamlining and aligning compliance efforts globally and cross-functionally, we will create a more transparent and manageable overview of document applicability, providing easier access to compliance documents. The new document structure will strengthen the effectiveness of our compliance within the organisation. The implementation process will be handled in multiple steps, with the first step being launched in 2015. The initiative is endorsed by the LEO Compliance Board, which will oversee the process. In our Quality organisation the work has already been initiated, by the implementation of a GxP Quality Manual, embracing medical devices and pharmaceuticals.

The GxP Quality Manual creates an overview, replacing a large number of policies, and serves as a reference document supporting the next steps in the streamlining of the GxP compliance documents.

One of the defined focus areas is to ensure an updated LEO Code of Conduct and supporting guidelines. Adapting to new markets and launching new products, calls for our LEO Code of Conduct to be reviewed and updated. Compliance with LEO Code of Conduct is fundamental to LEO employees, and we will support the implementation of the updated LEO Code of Conduct with retraining throughout the organisation. The scope for the updated LEO Code of Conduct has been defined in 2014.

Ethical marketing

LEO Pharma is committed to upholding high ethical standards and ensuring compliance with applicable requirements regarding engagements with healthcare professionals (HCPs). We wish to create transparency in our interactions with HCPs in order to avoid conflict of interests and compromising the HCPs' independence, for the benefit of patients. To accommodate this, we have established a harmonised engagement and reporting process in regards to our interaction with HCPs, which will be implemented in 2015.

Work against corruption and bribery

In our work against corruption and bribery, a global anti-corruption and bribery (ACB) programme was implemented in the organisation in 2013. The overall purpose of the intensive anti-corruption and bribery training programme is to provide knowledge and ensure compliance throughout the organisation. The anti-corruption and bribery (ACB) programme is mandatory for all LEO employees. The mandatory training was based on e-learning modules and a final test.

Ensure the possibility to report unethical behaviour

In May 2014, the LEO WhistleBlower Hotline was launched. The purpose of the LEO WhistleBlower Hotline is to strengthen the possibility for LEO employees and others associated with LEO Pharma to disclose unethical behaviour within LEO Pharma in a secure and confidential way.

The LEO WhistleBlower Hotline has been designed in collaboration with an external supplier. Telephone and web reporting is possible in multiple languages 24 hours a day, 365 days a year, from anywhere in the world. Corporate Affairs is responsible for screening the reports, managing the investigation and providing final input for consideration by the Chairman of the Board of Trustees of the LEO Foundation.







An awareness campaign was rolled out internally in LEO Pharma in connection with the launch of the LEO WhistleBlower Hotline, supporting the possibility to speak up. A communication platform created for LEO employees provides access to the LEO WhistleBlower Hotline, which is also possible via the corporate website.

None of the reports received in 2014 required immediate attention. However, the reports have led to investigation and internal actions have been taken. Furthermore, the implementation of the LEO WhistleBlower Hotline has led to an increased focus on speaking up and bringing irregularities to the attention of Corporate Affairs.

Measurement of outcomes

To ensure compliance with laws, regulations, LEO Code of Conduct and related guidelines, the internal audit departments carry out internal monitoring on a continuous basis and follow up on compliance findings.

Future plans

The establishment of the LEO Compliance Board adds continuous improvement on compliance and ethics, by setting the strategic direction, and strengthening and supporting the compliance community in order to promote compliance in the organisation in 2015 and onwards.

In 2015, LEO Pharma will review and update LEO Code of Conduct for expected implementation in 2016. The process of reviewing and adjusting the document structure of supporting documents for LEO Code of Conduct will continue in 2015. In 2015, we will also continue to improve on transparency of our HCP engagements.

Specific future plans for LEO Pharma within the area of anticorruption and bribery include retraining of LEO employees.

With regard to the LEO WhistleBlower Hotline, we are committed to reacting to possible reports and providing guidance to the organisation on questions and matters referred.



Partnerships & Collaboration



LEO Pharma strives to gain a better disease insight to use in the further development of medical products and solutions for the benefit of patients and society.

We acknowledge the importance of partnerships and collaboration in our everyday operations and we expect that third parties working with or on behalf of LEO Pharma comply with LEO Code of Conduct as well as applicable laws and regulations and uphold high quality and ethical standards.

Focus areas

- Establish trusted partnerships including partnership framework
- Improve animal welfare within Replacement, Reduction & Refinement (3R's)
- Enhance transparency in clinical trials
- Develop Third Party Compliance Framework
- Ensure relevant community engagement

"We are committed to make a difference to the patients"

- Amir Ghattas Gohar, Regional Patient Solutions Director, LEO Pharma LAMEA

Environment & Safety
People & Health
Compliance & Ethics

This section is dedicated to our CSR strategic pillar "Partnerships & Collaboration". You will find information about focus areas, achievements in 2014 and future plans. For an overview of focus areas, goals and milestones 2013-2016, see appendix.

Focus areas and achievements

Establish trusted partnerships including partnership framework

Partnerships and collaboration play an important role in LEO Pharma gaining better disease insight for use in developing medical products and solutions for the benefit of patients. LEO Pharma has e.g. partnerships and collaboration with universities, research organisations and biotech companies.

In 2014, one of the initiatives has been to begin working on a new framework within LEO Pharma for maintaining and establishing trusted partnerships. The first step in developing a framework is on track in 2014. Another initiative carried out in 2014 has been partnership satisfaction surveys with key partners to improve the quality of the partnerships.

Entering into relevant partnerships and collaboration is an ongoing process for LEO Pharma. This includes partnerships with patient associations in order to raise the profile of dermatology and better understand the needs of the patients.

Improve animal welfare within Replacement, Reduction & Refinement (3R's)

In LEO Pharma, we work continuously to improve the welfare of animals used for scientific purposes within the 3R's: Replacement, Reduction & Refinement.

In 2014, an updated policy on animal welfare, enhancing the 3R's, has been launched and is in the process of being implemented within the organisation.

To 'Replace, Reduce and Refine' the work with laboratory animals, LEO Pharma supports the Danish 3R Center. This work adds focus on refining the use of animals and developing alternatives to the use of live animals in laboratory experimentation, e.g. by replacing animals with computer models and by using non-sentient material from animals. The 3R Center was established by the Danish Ministry of Food, Agriculture and Fisheries and is publicly funded and supported by animal welfare organisations and industry partners.

Enhance transparency in clinical trials

In 2013, LEO Pharma took the initiative to enhance transparency in clinical trials, for the benefit of patients. We are transparent about the results of our clinical research, in order to keep the scientific community informed and to reduce unnecessary exposure of study participants to similar compounds in future trials. Within a period of three years, summaries and Clinical Study Reports for approved products dating back to 1990 will gradually be made publicly available at www.leo-pharma.com. The initiative for posting results on the corporate website is proceeding according to plan.

The Patient and Scientific Review Board, an external panel for making independent decisions on granting access to data from LEO sponsored clinical trials to third-party researchers, was in place in 2014. The five-member board comprises three scientific experts and two patient organisation representatives. The establishment of the Patient and Scientific Review Board allows researchers, healthcare professionals and patient associations access to anonymised patient-level data for approved products dating back to 2000.

LEO Pharma will ensure that data can only be released to the extent that it does not compromise patient confidentiality or business-sensitive information. By the end of 2014, LEO Pharma had not received any data requests.

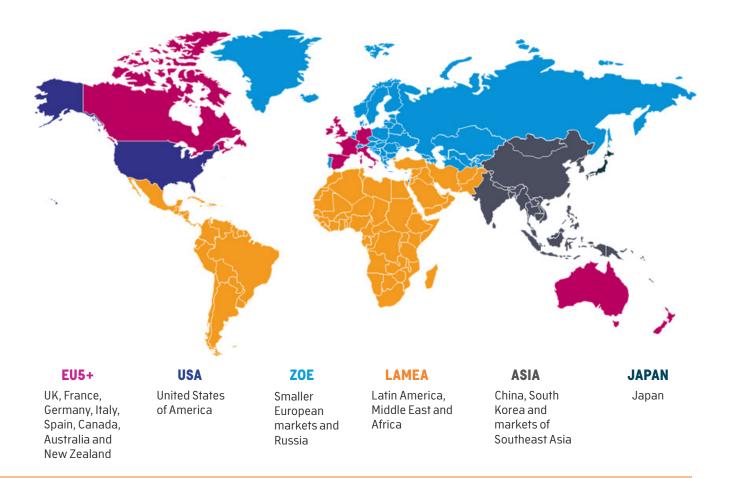
Develop Third Party Compliance Framework

LEO Pharma acknowledges the importance of partnerships and collaboration, and cooperates with many different third parties.

To protect our integrity and reputation and to ensure responsible procurement, partnerships and collaboration, an updated Third Party Compliance Framework has been developed, streamlining e.g. the selection, evaluation and monitoring process concerning new and existing third parties.

Our new third party compliance policy, adopted in 2014, requires suppliers and business partners of LEO Pharma to adhere to applicable laws, regulations, the principles of LEO Code of Conduct, and to uphold high quality and high ethical standards. Business partners and suppliers will undergo various assessments, based on risk. The implementation of the evaluation of third parties is in progress. Due to implementation of a new ERP system globally the work has been divided into different phases and the implementation plan for 2014 is on track.





Ensure relevant community engagement

Being a responsible corporate citizen wherever we operate, we acknowledge and support the need for community engagement. Community engagement is embedded in LEO Pharma. Throughout LEO Pharma, we support different local initiatives in various forms, such as LEO people volunteering time and resources in the communities they live in, partnerships in relation to skin diseases or making contributions to the societies in which we operate in other ways. All projects are selected and managed locally, enabling us to focus on local needs and conditions. The following sections highlight selected examples of community engagement.

Region EU5+: Supporting access to medicine and improved health in vulnerable communities

In LEO Canada, employees engage in volunteering efforts to support the international community programme Health Partners International of Canada (HPIC).

HPIC is a not-for-profit relief and development organisation that works through partnerships to increase access to medicine and improve health in the developing world. It provides critical emergency medical aid for people weakened by hunger and are living in refugee camps with no water, no sanitation and limited access to food.

At the HPIC facility, LEO employees assist with the packaging of Physician Travel Packs. These are stocked with essential medicines and medical supplies donated by healthcare companies including LEO Pharma. The kits are carefully packed and carried by healthcare workers all over the developing world. Each kit provides up to 600 patient treatments used to improve the health of vulnerable men, women and children in affected areas.

LEO Pharma acknowledges that access to medicine is a universally recognised human right and a prerequisite for improving the lives of people in vulnerable communities, and we are proud to help make a difference to people in need.

Region USA: Spend a day giving back to the community In LEO USA, an Altruist programme has been put together, providing LEO employees with the opportunity to take an additional day off to participate in volunteering efforts in their local communities.

LEO employees in the US affiliate have shown their concern for local communities by actively supporting initiatives such as the Habitat for Humanity programme, building houses for people in need in New Orleans. Helping to build a safe, secure and affordable home improves the living conditions of vulnerable families. In 2014, the LEO USA Altruist project was dedicated



to building bikes for underprivileged children in San Diego. We consider it rewarding to help improve the quality of life and well-being of vulnerable children and families. We want to play our part in tackling these challenges, especially in the countries where we operate.

Region ZOE: Teenagers and young adults with skin diseases Suffering from skin diseases such as psoriasis can be associated with shame and discomfort. Especially for teenagers and young adults, skin diseases can lead to insecurity and failure to thrive.

In collaboration with Austrian school physicians and the local dermatology society, a disease awareness campaign for those diagnosed with psoriasis was initiated in 2014. The campaign is aimed at teenagers, young adults, parents, school physicians and teachers. It provides information and educational material on skin diseases through teen magazines, information posters, web-based information, parental guides and brochures.

Since the project started in May 2014, more than 70 schools have shown an active interest in the campaign and requested brochures and materials. Furthermore, school physicians have received the awareness material in order to enhance the learning experience and awareness of skin diseases among teenagers and young people. Through the project in Austria, we want to create shared value for us as a company, the local communities and our patients.

Region LAMEA: Establishing psoriasis clinics in Egypt
In Egypt, we demonstrate our commitment to the local
community through a targeted patient-centric approach. In
cooperation with two major university hospitals in Cairo and
one hospital in Suez, LEO Pharma has assisted and sponsored
the opening of three psoriasis clinics. The clinics provide a
specialist care unit for psoriasis patients and offer increased
focus on psoriasis by dermatologists. LEO Pharma provides the
clinics with the necessary tools and support in order to give the
dermatologists the best conditions to offer patients professional
and customised treatment.

The clinics have been well received. Feedback from the dermatologists is that the patients are more satisfied with the customised treatments and increased focus on psoriasis, and demand has already been high.

We are committed to making a difference to the patients, and the clinics in Cairo and Suez have encouraged LEO Egypt to explore the opportunities for engaging in new partnerships with other hospitals and the Egyptian psoriasis network, and to expand the number of psoriasis clinics in 2015.

Future plans

The updated framework, with the overall aim to maintain and establish trusted partnerships, is planned for approval in 2015 and followed by implementation in 2016.

In 2015, a focus area is to explore the possibility of entering into new partnerships in order to improve animal welfare within the 3R's. Furthermore supporting operative documents will be developed and additional training in reference to the updated policy on animal welfare of 2014 will be provided.

We enhance transparency in clinical trials, and gradually summaries and Clinical Study Reports for approved products dating back to 1990, is being made publicly available at www. leo-pharma.com.

In reference to the Third Party Compliance Framework, further implementation is a priority in 2015 and onwards.

Furthermore we plan to develop a framework for community engagement to continue supporting different initiatives in various forms in 2015, for implementation in 2016.



Environment & Energy: Focus areas, goals and milestones 2013-2016

Achieved √ On track ⇒

			De	layed 🛣
Focus areas	Goals	Milestones	Status 2014	
Obtain ISO 14001 certification for all manufacturing sites	Reduce environmental footprint of our manufaturing sites	Prepare readiness for ISO 14001 certification system at remaining manufacturing sites Obtain ISO 14001 certification for remaining manufacturing sites	Manufacturing sites Vernouillet (FR) Dublin (IE) Ballerup (DK) Esbjerg (DK) Cork (IE) Southport (AU)	ISO 14001 Certification
Reduce CO ₂ emissions	Reduce CO ₂ emissions within LEO Pharma, e.g. by reducing business travel activities	Execute global campaign with focus on how to reduce CO ₂ emissions, e.g. reduce business travel activities (2015) Project team to decide future design and streamlining of collection of data in regards to CO ₂ emissions related to business travel/year and/or related to transportation of core raw materials/year		
Initiate energy saving projects	15% reduction in energy consumption compared with 2010 Establish a common understanding within LEO Pharma of where to invest in energy effective solutions in order to maximise return on investment	Implement energy saving projects equal to 20,000 MWH by end of 2015 Develop plan (2015) Updated policy on Environment, Energy		
	Set direction for overall principles in LEO Pharma concerning Environment, Energy and Climate Continuously reuse and recycle within LEO Pharma to contribute to positive environmental impact New Environmental & Energy goals for 2020 defined	and Climate developed (2015) with final adequate implementation (2016) Minimum two waste and/or water use reduction projects executed and implemented (2016) Define new goals (2014)	⇒	

Achieved

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On track Delayed

People & Health: Focus areas, goals and milestones 2013-2016

Focus areas	Goals	Milestones	Status 2014
Continue our support and respect of human and labour rights	Support the LEO Code of Conduct, by continuing focus on, and respect of human and labour rights, setting the direction for overall principles in LEO Pharma	Develop a policy on human and labour rights (2015)	\Rightarrow
		Conclude effective implementation of policy on human and labour rights (2016)	\Rightarrow
Strengthen occupational health	Strengthen a healthy working environment	Establish project team to identify how to collect data on absenteeism due to factors in the psychosocial working environment (2015)	\Rightarrow
		Initiate initiatives to reduce work-related stress	\Rightarrow
		Development of implementation package with regard to stress management including guidelines and training (2015)	\Rightarrow
		Implementation (2016)	\Rightarrow
Development/ retention/ recruitment of LEO people	Develop, retain and recruit new LEO people by improving our people engagement, create an even better working environment and increase the empowerment of LEO people	Conduct Global Engagement Surveys (LEO Voice) every second year. Next Global Engagement Survey (2015)	\Rightarrow
		Implementation of follow-up actions in connection with the Global Engagement Survey within each department of the LEO Group (2014 and ongoing)	ightharpoons
		8 out of 10 LEO employees to recommend LEO as an employer (2015)	\Rightarrow
	Ensure ongoing personal development of LEO people	Conduct individual Personal Development Dialogues (PDDs) twice a year	\Rightarrow
	Define direction for the development of LEO people, building competencies and enhancing transparency	Development of LEO competency framework (2014) Conclude implementation of LEO competency framework (2015)	√ ⇒
Obtain OHSAS 18001 certification for all manufacturing sites	Strengthen our profile improving Health & Safety in LEO Pharma, by obtaining OHSAS 18001 certification for all manufacturing sites (2015)	Obtain OHSAS 18001 certification (2015)	Manufacturing sites Certification Vernouillet (FR) Dublin (IE) Ballerup (DK) Esbjerg (DK) Cork (IE) Southport (AU) OHSAS 1800 ✓ Certification ✓ ✓ ✓ ✓ Cork (IE) ✓ Southport (AU) ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Define direction for overall principles in LEO Pharma ensuring a healthy and safe workplace	Develop updated policy on Health and Safety (2015)	\Rightarrow
		Conclude effective implementation of policy on Health and Safety (2016)	\Rightarrow
Reducing Lost Time Injury (LTI) rate	Be on par with the best in the pharmaceutical industry concerning LTI rate by the end of 2015	LTI rate for manufacturing sites ≤ 3 (2014)	Ξ
		Conclude implementation of "10 GOOD ATTITUDES" (2014 and ongoing)	ightharpoons
	*LTI rate defined in glossary	Perform safety training at manufacturing sites (ongoing)	\Rightarrow
		Implementation of internal audits as a routine function at all manufacturing sites (ongoing)	\Rightarrow
		Establish LTI rate for LEO Group (baseline 2013) established (2014)	X
		Establish LTI rate LEO Group 2020 (2015)	\Rightarrow
	Strengthen our profile, improving Health & Safety in LEO Pharma, by defining new Health and Safety goals for 2020	Define new goals (2014)	√

Compliance & Ethics: Focus areas, goals and milestones 2013-2016

Achieved $\sqrt{}$ On track \Longrightarrow Delayed $\overline{}$

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Focus areas	Goals	Milestones	Status 2014	
Strengthen the compliance culture	Strengthen the compliance culture and mindset, by aligning and ensuring compliance efforts throughout LEO Pharma	Establish LEO Compliance Board (2013)	√	
		Continuous alignment of guidelines (ongoing)	\Rightarrow	
		Training and communication	\Rightarrow	
	Ensure monitoring and follow-up on any findings	No critical findings within the organisation	\Rightarrow	
Ensure updated LEO Code of Conduct and supporting guidelines	Uphold being a good corporate citizen living up to our values and high ethical standards, by defining direction for overall principles in LEO Pharma for the interpretation of LEO values, and ensure an updated LEO Code of Conduct and supporting guidelines	Update, draft and implement prioritised guidelines including Quality Manual (ongoing)	⇔	
		Define scope for updated LEO Code of Conduct (2014)	\checkmark	
		Update LEO Code of Conduct (2015)	\Rightarrow	
		Implementation of updated LEO Code of Conduct (2016)	⇔	
Work against corruption and bribery	Embed the work against corruption and bribery, and strengthen the LEO anti-corruption and bribery culture throughout the organisation	Training of new employees in anti- corruption and bribery (ongoing)	⇔	
		Retraining of all employees in anti-corruption and bribery (to be scheduled)	\Rightarrow	
Ensure the possibility to report unethical behaviour	Ensure the possibility for LEO employees and others related with LEO Pharma – such as customers, suppliers, collaborators and business partners – to report unethical behaviour (violations), in order for LEO Pharma to improve in the event of any misconduct	Establish and launch of LEO WhistleBlower Hotline, including development of communication material and implementation (2014)	√	

Partnerships & Collaboration: Focus areas, goals and milestones 2013-2016

Achieved √
On track ⇒
Delayed

X

Focus areas	Goals	Milestones	Status 2014
Establish trusted partnerships including partnership framework	Maintain and establish trusted partnerships by developing an updated framework for trusted partnerships and ensure implementation	Part 1: Develop framework (2014)	√
		Part 2: Approval of framework (2015)	\Rightarrow
		Part 3: Conclude implementation of framework for trusted partnerships (2016)	\Rightarrow
	Maintain and improve partner satisfaction with focus on scores for engagement and partnerships	Survey of selected key partners	\Rightarrow
	Continuously enter into relevant	Entering into partnerships with relevant universities	\Rightarrow
	partnerships and collaborations	Investigate opportunities for collaboration between LEO Pharma and selected scientific organisations etc.	\Rightarrow
	Continuously enter into partnerships with patient associations and raise the profile of dermatology to understand the needs of the patients	Entering into relevant partnerships	\checkmark
		Initiatives (ongoing)	\Rightarrow
Improve animal welfare within Replacement, Reduction and	Improve animal welfare within the 3R's, defining the direction for overall principles in LEO Pharma concerning animal welfare	Update policy on Animal Welfare (2014)	√
		Ensure implementation of updated policy on Animal Welfare (2014)	√
Refinement (3R's)		Develop supporting operative documents and training (2015)	\Rightarrow
	Enter into partnerships within Replacement, Reduction and Refinement (3R's)	Conduct 3R's project with larger/smaller CROs every second year	\Rightarrow
	Replacement: Identify new opportunities for partnerships	Investigate possibility of entering into new partnerships	\Rightarrow
	All 3R's: Support the Danish 3R Center for a period of three years	Obtainknowledgewithin3R'sandaccessinformationplatform	\Rightarrow
	Enhance our work to improve animal welfare	Ensure 100% of applications for animal testing approved without significant remarks and in 100% of the cases. No extended applications required in terms of increased severity and no significant remarks in connection with inspections by the Danish Animal Experiments Inspectorate	√
	Audit in relation to new third parties and plan for audit of existing third parties	Conduct audits and draw up audit plans	\checkmark
Enhance transparency in clinical trials	Enhance transparency in clinical trials, by being transparent about the results of our clinical research to ensure keeping the scientific community informed	Establish a framework for transparency in clinical trials (2013)	\checkmark
		Establishment of a clinical trial board (Patient and Scientific Review Board) (2014)	√
		Reply upon receipt of application within an appropriate given time	\Rightarrow
		Ensure implementation and monitoring	\Rightarrow
Develop Third Party Compliance Framework	Protect our integrity and reputation ensuring responsible procurement, partnerships and collaboration	Develop an updated and streamlined Third Party Compliance Framework/design, including plan for evaluation of third parties (2013)	√
		Develop policy on ensuring Third Party Compliance (2014)	\checkmark
		Develop supporting documents for the Third Party Compliance Framework (2014)	\checkmark
		Implementation of evaluation of Third Parties in Headquarters (2014)	√
		Implementation remaining production sites (2015)	\Rightarrow
		Implementation remaining affiliates (2016)	\Rightarrow
Ensure relevant community	Continue supporting different initiatives in various forms, contributing to relevant community engagement	Develop framework for community engagement including gifts, grants and donations (2016)	\Rightarrow
engagement		Conclude implementation of framework for community engagement (2016)	\Rightarrow
		Ongoing community engagement throughout LEO Pharma	\Rightarrow

Glossary

Replacement, Reduction and Refinement. The 3R's are guiding principles for more 3R's

ethical use of animals in testing.

Carbon dioxide (CO₂) occurs naturally in the atmosphere and is involved in CO₂ emissions

photosynthesis as well as being a product of combustion. Human activities continue

to impact the world's climate through the emission of CO₂.

Community engagement A process with the specific purpose of building ongoing, permanent relationships working with identified individuals or groups of people, whether they are connected

by geographic location, special interest, or affiliation to identify and/or address

issues affecting their well-being.

Contract Research Organisation. **CRO**

CSR Corporate Social Responsibility. The concept of corporate social responsibility includes the responsibility a company takes for its activities, products and services,

and its environmental, social and economic impact on society and stakeholders.

ERP System Enterprise Ressource Planning System.

ISO 50001 An internationally recognised standard for certifying requirements for establishing,

> implementing, maintaining and improving an energy management system, the purpose of which is to enable an organisation to follow a systematic approach to

achieving continuous improvement of energy performance.

An internationally recognised set of standards for certifying a company's ISO 14001

environmental management system. In turn, these standards create an environmental management system that can be easily integrated into existing

operations.

LTI is Lost Time Injury rate per one million working hours and is calculated as: LTI rate

> (Number of injuries with more than one day absent from work x 1,000,000 working hours)

> > Total number of working hours

An internationally recognised standard for occupational health and safety **OHSAS 18001** management systems. It exists to help organisations put in place demonstrably

sound occupational health and safety performance.

Personal Development Dialogue. **PDD**

Stakeholders influence the activities of the company (its services and processes), **Stakeholders**

both directly and indirectly, and include e.g. employees, customers, patients,

suppliers and partners.

The United Nations' strategic policy initiative to promote corporate social responsibility in the areas of human rights, labour rights, environment and anti-**UN Global Compact**

corruption. (www.unglobalcompact.org).

LEO values



Contact

This CSR Report has been developed by LEO Pharma A/S.

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About LEO Pharma

LEO Pharma helps people achieve healthy skin. By offering care solutions to patients in more than 100 countries globally, LEO Pharma supports people in managing their skin conditions.

Founded in 1908 and owned by the LEO Foundation, the healthcare company has devoted decades of research and development to delivering products and solutions to people with skin conditions.

LEO Pharma is headquartered in Denmark and employs around 4,800 people.

For more information, please visit www.leo-pharma.com.

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