



**Statutory Corporate  
Governance Report for 2013,  
cf. art. 107b of the  
Danish Financial Statements Act**

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This Statutory Corporate Governance Report covers the period 1 January 2013 to 31 December 2013 and is prepared pursuant to art. 107b of the Danish Financial Statements Act, and is an element of the management review as included in the annual report for 2013. Appendix 1 is not part of the auditor's reports in the Annual Report.

## 1. Corporate Governance recommendations and practices

As a global company listed on the stock exchange in Copenhagen, Lundbeck is subject to the Danish Corporate Governance Recommendations designed by NASDAQ OMX Copenhagen ([www.corporategovernance.dk](http://www.corporategovernance.dk)).

In 2013, Lundbeck had a strong focus on the revised recommendations introduced in May 2013 by the Danish Committee on Corporate Governance. The Board of Directors and Executive Management share the committee's views and generally follow the new recommendations. A detailed report of Lundbeck's compliance with and deviations from the Danish Corporate Governance Recommendations can be found in Appendix 1.

## 2. Risk management

The principal aim of Lundbeck's risk management is to strike the right balance between risk exposure and value generation. Our risk management processes are constantly updated and adapted to match internal and external requirements. This gives our Corporate Management Group an accurate overview of current activities and resources, and a clear basis for decision-making on Lundbeck's overall risk exposure.

Although Lundbeck's risk management team reports to a central Risk Office, we believe that risks are best managed by decentralized units, which are coordinated and monitored from the centre. These units have extensive knowledge of the risks we face. They systematically monitor, identify, quantify and respond to risks, and they are best placed to mitigate our exposure in the first instance.

Lundbeck assesses the probability of an event occurring and the potential impact for the company in terms of financial loss or reputational damage. Risk evaluations carried out by our decentralized units are regularly reviewed by the risk management team through clearly-defined reporting, decision-making and follow-up procedures. The overall risk exposure is then evaluated by our central Risk Office.

### Risk reporting and assessment

Risk reporting is an integral part of Lundbeck's overall reporting process. Our risk register gives a consolidated picture of our risk exposure by detailing each risk, risk category and type. The risk descriptions describe the event, its current status, the status of the response, an assessment of probability and potential impact, and the name of the person responsible for managing the risk. We have identified six categories of risk and define them into three risk types being 'external', 'actionable' or 'strategic'. Using this information, the Risk Office assesses the overall risk exposure and reviews it with the Corporate Management Group. In addition, risks and risk exposure are presented to and reviewed by our Audit Committee.

### *Research and Development*

R&D in Lundbeck is focused on developing innovative pharmaceuticals. However, there are risks involved in launching new pharmaceuticals and treatments for known diseases. During the R&D process, there is a risk that new products will be delayed or do not materialize. In each of our late-stage projects, we consider whether starting new clinical studies or giving additional support in ongoing studies could lead to more successful outcomes.

### *Market Conditions*

The pharmaceutical market, especially in Europe, has been and will most likely continue to be characterized by attempts by authorities to cap or reduce increasing healthcare costs. These cost containment measures are structured in several ways, such as regulation of prices or reimbursement, or by requirements to demonstrate added value in comparison to existing products. In recent years, we have seen patents and data exclusivity on established products running out, while at the same time, we

are launching several new products. Successfully balancing efforts to get the most out of our established business while getting market access for new products are key challenges for Lundbeck during this transition. We are working with healthcare authorities around the world to document the value of our pharmaceuticals, through health-economic assessments and other initiatives. And we are continually looking for ways to adapt to changing market conditions.

#### *Infrastructure*

It is crucial for patients to always have access to the pharmaceuticals they require. As a pharmaceutical manufacturer, we therefore need to ensure reliability of supply. We monitor supply carefully and maintain an inventory so we can respond to any interruption in production. To reduce production risks, we have production and packaging facilities at six independent sites: Lumsås and Valby, Denmark, Tainjin, China, Nice, France, Padova, Italy, and Mexico City, Mexico. Having a number of alternative facilities increases our production flexibility.

In rare cases, pharmaceutical companies are forced to recall a product from the market due to safety or quality issues. At Lundbeck, we have systems and procedures in place to ensure a swift and effective response should such a situation arise. Part of our strategy is to engage in beneficial partnerships, which means we are not always in full control of individual projects and products. However, we maintain a close and open dialogue with our partners to minimize risks.

As a knowledge-based company, Lundbeck's success depends on having the right employees with the right competencies. We seek to motivate, engage and retain our employees through competitive remuneration and employee benefits, as well as through individual recognition and development opportunities.

It is also crucial that we are able to protect the knowledge that underpins our success. We have increased our focus on information security to protect our intellectual property rights and to avoid infringing third party rights. We have developed secure internal information systems and procedures to ensure smooth and safe flow of information around our global network.

#### *Reputation*

As a leading pharmaceutical company, we know that coverage of new clinical studies in publications, or even letters to editors, can influence the perception of products and manufacturers. To build confidence and trust in our capabilities, we make a substantial investment in creating factual and scientific information resources for the benefit of healthcare professionals and patients.

Strong corporate governance is an essential part of the way we run our business and is also integral to protecting our reputation. We have the right systems in place to ensure proactive risk management, and we deliver fast and accurate reports on the risk profile of marketed products, as well as on operational, tactical and strategic financial planning.

Our Code of Conduct is pivotal to Lundbeck's approach to compliance. This helps ensure that we comply with international laws and regulations, pharmaceutical industry association standards and corporate reporting requirements. We conduct regular audits of our business against our Code of Conduct. We revise our procedures to meet changing regulation, to implement best practice or to respond to audit observations.

Marketing of pharmaceutical products is strictly regulated and we are committed to complying with these regulations. Our employees and third parties are trained to comply with all relevant laws and regulations. We have systems in place to provide fair, accurate and comprehensive information on our products.

#### *Legal Rights*

Lundbeck relies on its ability to protect its intellectual rights for new pharmaceuticals. We must also operate our business without infringing the rights of others. For pharmaceutical companies, patenting and the patent application process are extremely complex, both legally and scientifically. We take great care to develop and retain competencies in this complicated and high-risk area.

We believe that our intellectual property (IP) rights are valid and enforceable, and we defend these rights wherever they may be violated. Lundbeck is pending trials concerning infringement of our IP rights for escitalopram in Australia, Belgium, Brazil, Canada, Denmark, Greece, the Netherlands, Portugal, Saudi Arabia and Spain.

In 2012, Lundbeck received a Statement of Objections from the European Commission regarding citalopram agreements reached between 2002 and 2003 with four generic competitors. In June 2013, the European Commission decided to fine Lundbeck EUR 93 million. We strongly disagree with the decision and lodged an appeal with the General Court in September 2013. We believe the decision contains serious legal and factual errors. Lundbeck expects a decision on the appeal within two or three years, but it could take as long as six years to reach a final ruling in the case.

#### *Financial Matters*

Most of Lundbeck's commercial transactions are settled in foreign currencies. The main currency risk at the moment concerns fluctuations of the Canadian dollar (CAD), British pound (GBP) and the US dollar (USD). Lundbeck's treasury policy allows the hedging of income in these currencies for up to 12 months. Accordingly, any change in exchange rates during 2014 will only have a small impact on our financial results for that year.

Interest rate risks arise in connection with our money market fund, debt portfolio and cash holding. We reduce these risks by seeking short duration on both assets and liabilities. There are also credit risks associated with the sale of goods, our money market fund and cash holdings. To reduce these risks we avoid concentrating our credit risk and we diversify receivables from a large number of creditworthy trading partners. In addition, we only deal with banks that have an 'investment grade' credit rating.

### **3. Internal control**

Supplementary information on Lundbeck's internal controls in the financial reporting process is available in this section.

The Board of Directors has a supervisory duty and the Executive Management the overall responsibility for Lundbeck's risk management and internal controls in relation to the financial reporting process, including compliance with relevant legislation and additional disclosure requirements pertaining to financial reporting.

The purpose of the risk management process and the internal controls is effectively to identify, manage and minimise the risk of errors in the financial reporting process and to provide reasonable assurance that material misstatement and errors in relation to the financial reporting process are avoided. Furthermore, the purpose is also to support a complex commercial business, focusing on quality, effectiveness and strong ethics in every day transactions and decisions.

The Board of Directors has set up an Audit Committee, which has an advisory role relative to the Board of Directors, including on matters such as internal controls in the financial reporting procedures, special financial and accounting issues, evaluation of financial reporting and other financial information and risk management. The Audit Committee gathers independent advice and insights from the external auditors, who are present at the meetings. External audit presents their audit strategies and findings to the Audit Committee.

#### **Control environment**

The Board of Directors approves the overall risk management policies presented by the Executive Management, including the treasury policy. These policies are incorporated in the internal control and risk management system, which comprises a clearly defined organisational structure, including roles and responsibilities. Based on this structure, Lundbeck has drawn up manuals describing the principal business procedures, internal controls, requirements on segregation of functions and duties, reconciliations, approval and authorisation as well as accounting policies. Compliance with the guidelines is verified in an ongoing process.

Lundbeck has set up a central controlling function to check the financial reporting from all group companies, including compliance with the accounting policies. Each business area has been allocated a business controlling function which reviews the validity of reported earnings and underlying activities of each business area.

#### **Risk management**

The Executive Management regularly assesses the risks that Lundbeck is exposed to, including risks related to financial reporting. In case of actual or expected changes that could affect the risks that Lundbeck is exposed to, the Executive Management will review such changes and consider appropriate

mitigating actions together with the Board of Directors. At least once a year, the Audit Committee assesses whether the internal controls related to the financial reporting process are effective in relation to the risks identified.

Once a year, and as needed, the Audit Committee reviews the accounting policies and any changes thereto as well as critical estimates and judgments related to financial reporting. As part of the review, the committee discusses changes in accounting policies and the impact of critical estimates and judgments with the Executive Management. The Audit Committee reports the findings of these assessments to the Board of Directors, which approves the financial reporting process and the findings of the assessment.

### **Control activities**

Control activities are based on the risk assessment. The objective of the control activities is to ensure compliance with strategies, policies, manuals, procedures etc. established by the Board of Directors and the Executive Management and each business area, respectively, and Lundbeck aims to prevent, detect and correct any misstatement, discrepancies and errors, etc.

A formal reporting process has been established for the Group's business areas. The process builds on a budget and estimate process as well as a monthly follow-up on realised figures, budget deviations and key figures, etc.

Requirements have been defined in respect of analyses of monthly financial data, etc. in the reporting packages that form the basis of internal and external financial statements. The business areas have established reporting procedures that are consistent with Lundbeck's reporting process and the special operational issues of each business area. Supplementary information is gathered on an ongoing basis for use in ensuring compliance with any requirements regarding notes, other disclosure requirements and operational analyses.

Based on the risk assessment, minimum requirements have been established in respect of controls, reconciliations and analyses of financial data for the Group's principal units and accounting items.

Lundbeck does not have an Internal Audit function at 31 December 2013. In November 2013 it was evaluated by the Board of Directors not to be necessary given the size and complexity of the Group as well as an assessment of the maturity of the financial control and reporting framework in place as well as other compliance initiatives within the Group. A team within Group Finance will in 2014 perform a number of financial compliance reviews throughout the organisation based on an audit plan approved by the Audit Committee. These visits will be documented in visit reports and a database to ensure that recommendations given are regularly acted upon. The visits are performed after a plan of rotation to ensure compliance with the Group's policies and procedures and to assist management by recommending ongoing improvements to existing internal controls.

Furthermore, Lundbeck has established a whistleblower system that all employees can use anonymously to contact Corporate Legal, Corporate Compliance & CSR if they experience risk of fraud or non-compliance with Lundbeck's business ethics policies. Any events are subsequently reviewed by the Executive Board and the Audit Committee, which reports to the Board of Directors.

### **Information and communication**

Lundbeck has established information and communication systems which, among other things, set out the general financial reporting requirements and external financial reporting requirements in accordance with current legislation and applicable regulations, including International Financial Reporting Standards as adopted by the EU.

As a result of ongoing work with business procedures, internal controls and changing financial reporting regulation, Lundbeck regularly updates the contents of the systems and manuals in respect of business procedures, internal controls, and requirements on segregation of functions and duties, reconciliations, approval and authorisation and accounting policies. The manuals are accessible on Lundbeck's intranet.

### **Monitoring**

The risk assessment and control activities are monitored in an ongoing process. The monitoring comprises formal and informal procedures. These are used by the management and the persons who have ownership of processes, risks and control procedures. The process includes a review of the financial results, which are compared to budgets and estimates. An analytical control and ongoing

assessments are performed of key figures. Major weaknesses and non-compliance with internal guidelines are reported to the Executive Management, who follows up on any issues.

As part of their audit of the financial statements, the auditors elected at the general meeting report on any major weaknesses in Lundbeck's internal control and risk management system in the long-form audit report to the Board of Directors, whilst less significant weaknesses are addressed in a management letter to the Executive Management. The Board of Directors ensures that the Executive Management follows up on any outstanding issues, and the Executive Management ensures that the subsidiaries follow up on any weaknesses. Once a year, subsidiary managers and financial controllers declare that the reporting is consistent with Lundbeck's guidelines. In connection with the financial reporting process, the Executive Management makes a separate statement that the consolidated reporting is consistent with Lundbeck's guidelines and policies.

#### 4. Management

Lundbeck has a two-tier board structure consisting of the Board of Directors and the Executive Management. The two bodies are separated, and no person serves as a member of both.

##### *Board of Directors*

The Board of Directors is responsible for approving the corporate strategy, setting goals for Executive Management, and ensuring that members of Executive Management and other senior managers have the right qualifications. The Board of Directors also evaluates management performance and management remuneration. Furthermore, the Board of Directors has the overall responsibility for ensuring that adequate internal and external controls are in place, and for identifying and addressing any relevant risks.

The Board has nine members of whom six are elected by the shareholders at the annual general meeting, and three are Lundbeck employees from Denmark elected by the Danish employees.

In March 2013, the shareholder elected the following members to the Board of Directors:

- Håkan Björklund (Chairman of the Board)
- Christian Dyvig (Deputy Chairman of the Board)
- Thorleif Krarup (Member of the Board)
- Jes Østergaard (Member of the Board)
- Melanie G. Lee (Member of the Board)
- Lars Rasmussen (Members of the Board)

In 2010, the employees elected the following members to the Board of Directors:

- Kim Rosenville Christensen (Member of the Board – employee representative)
- Mona Elisabeth Elster (Member of the Board – employee representative)
- Jørn Mayntzhusen (Member of the Board – employee representative)

##### *Chairmanship*

The Chairman with support of the Deputy Chairman ensures that the Board of Directors' tasks and responsibilities are handled in a balanced and satisfactory manner. In addition to activities related to strategic, financial and operational supervision of Executive Management, the Chairmanship carries out the role of a nomination committee.

##### *Board Committees*

The Board of Directors has set up three committees: the Audit Committee, the Remuneration Committee and the Scientific Committee. The three committees advise the Board on financial information and reporting, remuneration of Executive Management and the company's remuneration strategy, and R&D, respectively.

##### *Executive Management*

Lundbeck's Executive Management is responsible for the company's day-to-day management. This responsibility comprises the Lundbeck organization, allocation of resources, defining and implementing strategies and policies, achieving goals, and reporting information to the Board of Directors.

Lundbeck's Executive Management consists of three members appointed by the Board of Directors:

- Ulf Wiinberg (President and chief executive officer (CEO))

- Anders Götzsche (Executive vice president and chief financial officer (CFO))
- Anders Gersel Pedersen (Executive vice president and chief scientific officer (CSO))

The Corporate Management Group includes Executive Management and representatives from the various areas of the pharmaceutical value chain.

### **Remuneration to the Board of Directors and Executive Management**

Remuneration to the Board of Directors and Executive Management is based on guidelines approved by the AGM. The guidelines are available at the corporate website. Remuneration to Lundbeck's Board of Directors and Executive Management is annually benchmarked against a group of Scandinavian and European peer companies. The Board of Directors approves remuneration to Executive Management, while remuneration to the Board of Directors is approved by the AGM.

#### *Board of Directors*

Lundbeck's Board of Directors receives a fixed remuneration and is not included in the company's bonus and incentive programs. In addition, members of the Audit, Remuneration and Scientific Committees receive a separate fee. In 2013, an ordinary member of the Board received DKK 300,000, while the Chairman and Deputy Chairman each received triple and double the basic fee, respectively. Members of the Audit, Remuneration and Scientific Committees received DKK 200,000 in 2013. The chairmen of the committees received 1.5 times this basic fee.

#### *Executive Management*

The remuneration package for Executive Management is composed to reward the achievement of ambitious short-term objectives and provides an incentive to focus on long-term goals. The package consists of a base salary, short- and long-term incentive programs and pension. The base salary is evaluated against peer companies. The short-term incentive program is an annual bonus program, which awards the achievement of pre-determined targets for the preceding financial year. The CEO may receive up to nine months' base salary as a bonus payout following exceptional results. The other members of Executive Management may receive up to six months' base salary as a bonus, also on condition of exceptional results.

In addition, members of Executive Management participate in long-term incentive programs that include shares and share-based instruments, such as warrants and restricted shares. The programs are based on value generation to shareholders. Executive Management can access these shares and share-based instruments after three years, as long as pre-defined long-term strategic targets are achieved.

The pension scheme for Executive Management is a defined contribution scheme, which corresponds to the market level. On termination of employment, members of Executive Management will receive no more than two years' salary.

### **Diversity**

Lundbeck aims for equal opportunities for men and women across the organization. Lundbeck is not obliged to prepare a policy on diversity pursuant to section 139a(1) of the Danish Companies Act as the underrepresented gender (women) at the managerial level is represented with more than 40% of employees in Denmark. Lundbeck has, however, decided to prepare this Policy on a voluntary basis to keep focus on diversity. In Denmark, 52.3% of all employees are female and 40.1% at the managerial level are female.

## **5. Audit Committee**

The Audit Committee provides advice to the Board of Directors on internal and external controls in financial reporting procedures, special financial and accounting issues, evaluation of financial reporting and other financial information, risk management and non-GxP compliance.

The audit committee provides advice on the basis of:

- Meetings with the Corporate Management Group and internal and independent auditors
- Management's recommendation concerning accounting policies, accounting estimates, new accounting standards and significant single transactions
- Critical guidelines and policies for internal controls and financial reporting procedures
- Annual strategy, plans and review of status on financial reviews procedures performed by Group Finance
- Communication from independent auditors to the Board of Directors, including monitoring and control of auditors' independence, review of audit planning and drafting long-form audit reports
- Systematic review of the company's risk exposure

- Cases received through the whistleblower system.

In March 2013, the Board of Directors elected Thorleif Krarup as Chairman of the Audit Committee and Håkan Björklund and Lars Rasmussen as members.

The Chairman of the Board does not act as Chairman of the Audit Committee, and more than half of the members are independent.

## **6. Remuneration Committee**

The purpose of the Remuneration Committee is to provide the Board of Directors with the best possible basis for making decisions on the remuneration provided to the members of the Executive Management and on the company's overall remuneration policy. The Committee also handles assignments related to recruitment and appointments to Lundbeck's senior management.

In March 2013, the Board of Directors elected Håkan Björklund as Chairman of the Remuneration Committee and Christian Dyvig and Lars Rasmussen as members.

More than half of the members are independent.

**NASDAQ OMX Copenhagen**  
**Danish Corporate Governance Recommendations (May 2013)**

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<b>1. Communication and interaction by the company with its investors and other stakeholders</b>				
<i>1.1. Dialogue between company, shareholders and other stakeholders</i>				
1.1.1. The Committee <b>recommends</b> that the board of directors ensure ongoing dialogue between the company and its shareholders in order for the shareholders to gain relevant insight into the company's potential and policies, and in order for the board of directors to be aware of the shareholders' views, interests and opinions on the company.	X			Lundbeck has an ongoing dialogue with shareholders and is conducting regular roadshows, meetings and participate in investor conferences. Conference calls held after the presentation of full-year and interim reports are webcasted on the Internet to anyone interested, and the presentations are freely available at the company's website. All corporate and press releases as well as the annual report and the company magazine are published in both Danish and English. All registered shareholders automatically receive notices of general meetings and can register for the meetings by fax or letter to the company or via the company's website. Lundbeck webcasts its general meeting on the Internet with simultaneous interpretation into English for the benefit of the company's large group of foreign shareholders. The company has adopted a policy on information and communication and has communication strategies for providing information to relevant stakeholders. The policy/strategies can be found at the company's website ( <a href="http://www.lundbeck.com">www.lundbeck.com</a> ).
1.1.2. The Committee <b>recommends</b> that the board of directors adopt policies on the company's relationship with its	X			The company's stakeholders are addressed and discussed on an ad hoc basis at meetings of the Board of Directors and strategy seminars.

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>stakeholders, including shareholders and other investors, and that the board ensures that the interests of the shareholders are respected in accordance with company policies.</p>				<p>Lundbeck has an integrated corporate vision, mission and set of values that reflect the company’s business concept, objectives and fundamental management principles. In addition, the company has a specific group communication policy and a code of conduct defining guidelines for interaction with stakeholders. The Board of Directors believes that the interests of the company, and thus also of its shareholders, are best safeguarded by maintaining an open, constructive and ongoing dialogue between the company and all its stakeholders. Lundbeck maintains a regular contact with its major stakeholders including investors, employees, partners, suppliers, organizations and authorities.</p>
<p>1.1.3. The Committee <b>recommends</b> that the company publish quarterly reports</p>	X			<p>Quarterly reports are disclosed in corporate releases and published at the corporate web-site (<a href="http://www.lundbeck.com">www.lundbeck.com</a>).</p>
<p><i>1.2. General meeting</i></p>				
<p>1.2.1. The Committee <b>recommends</b> that when organizing the company’s general meeting, the board of directors plans the meeting to support active ownership.</p>	X			<p>General meetings are convened by the company giving not less than three week’s notice and not more than five weeks’ notice. The company aims to ensure that all notifications of general meetings and agendas are clear and unambiguous, stating all relevant details for the shareholders to be able to form an adequate impression of the points to be discussed. Furthermore, all shareholders are entitled to have specific issues considered at the general meeting, subject to</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
				<p>submitting a written request to the Board of Directors in time for the issue to be included on the agenda for the meeting.</p> <p>The general meeting is conducted by physical attendance at Lundbeck’s headquarters in Valby.</p>
<p>1.2.2. The Committee <b>recommends</b> that proxies granted for the general meeting allow shareholders to consider each individual item on the agenda.</p>	X			<p>Shareholders who grant proxies are given the opportunity to state their position on each item on the agenda.</p>
<p><i>1.3. Takeover bids</i></p>				
<p>1.3.1. The Committee <b>recommends</b> that the company set up contingency procedures in the event of takeover bids from the time that the board of directors has reason to believe that a takeover bid will be made. According to such contingency procedures, the board of directors should not without the acceptance of the general meeting, attempt to counter the takeover bid by making decisions which in reality prevent the shareholders from deciding on the takeover bid themselves.</p>	X			<p>Lundbeck has established procedures for handling takeover bids. If a specific takeover bid is made, the Board of Directors will consider such a bid individually with due consideration to the Danish Companies Act and the Rules for issuers of shares of NASDAQ OMX Copenhagen A/S as well as the guidelines already discussed and adopted by the Board of Directors.</p> <p>In the event of a serious take-over bid, the shareholders will be given the opportunity to decide whether or not they wish to dispose of their shares in the company under the terms offered.</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<b>2. Tasks and responsibilities of the board of directors</b>				
<i>2.1. Overall tasks and responsibilities</i>				
2.1.1. The Committee <b>recommends</b> that at least once a year the board of directors take a position on the matters related to the board’s performance of its responsibilities.	X			At least once every year the Board of Directors takes a position on the matters related to the board’s performance of its responsibilities. The responsibilities are defined in the rules of procedures for the Board of Directors which annually is assessed for the need of changes.
2.1.2. The Committee <b>recommends</b> that at least once a year the board of directors take a position on the overall strategy of the company with a view to ensuring value creation in the company.	X			At least once every year the Board of Directors assesses the company’s overall strategy.
2.1.3. The Committee <b>recommends</b> that the board of directors ensure that the company has a capital and share structure ensuring that the strategy and longterm value creation of the company are in the best interest of the shareholders and the company, and that the board of directors presents this in the management commentary on the company’s annual report and/or on the company’s website.	X			The Board of Directors analyses the company’s need for capital on an ongoing basis, including an assessment of the company’s capital structure from time to time.  There is no universal answer to the question of what the optimum capital structure is for a specific company because the relationship between equity and interest-bearing debt relies on the specific characteristics that apply within the particular industry in which the business operates and, by extension, the operating and financial risk. However, companies in the pharmaceutical industry are often particularly well funded which may be explained by the extended

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
				<p>development projects and risks associated with research activities.</p> <p>The Board of Directors pursues the policy that equity beyond the level which, based on a conservative estimate, would be considered sufficient to support the underlying business should be distributed to the shareholders. The distribution to our shareholders takes place through annual dividends and if appropriate share buyback programmes.</p> <p>In the years ahead, the Board of Directors intends to pay dividends of 25-35% of the profit after tax, thereby aligning the company's dividend policy to that of its peers in the pharmaceutical industry.</p>
<p>2.1.4. The Committee <b>recommends</b> that the board of directors annually review and approve guidelines for the executive board; this includes establishing requirements for the executive board on timely, accurate and adequate reporting to the board of directors.</p>	X			<p>Communications between the Executive Management and the Board of Directors are regulated in the rules of procedure for the Executive Management which annually is assessed for the need of changes. These procedures stipulate what matters the Executive Management should report to the Board of Directors, and how often to report such matters. In addition, meetings are held on a regular basis between the chairman or deputy chairman of the Board of Directors and the Executive Management with a view to continuously optimising communications and collaboration.</p>
<p>2.1.5. The Committee <b>recommends</b> that at least once a year the board of directors discuss the composition of the</p>	X			<p>At least once a year the board of directors discusses the composition of the executive board, as well as developments, risks and succession plans at an</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
executive board, as well as developments, risks and succession plans.				executive session following an ordinary Board meeting.
2.1.6. The Committee <b>recommends</b> that once a year the board of directors discuss the company’s activities to ensure relevant diversity at management levels, including setting specific goals and accounting for its objectives and progress made in achieving the objectives in the management commentary on the company’s annual report and/or on the website of the company.	X			Lundbeck aims for equal opportunities for men and women across the organization. The Board of Directors has set specific target figures for the representation of the underrepresented gender in the Board of Directors in accordance with section 139a(1)(1) of the Danish Companies Act. As the underrepresented gender at other managerial levels in Lundbeck is represented with more than 40% in Denmark, Lundbeck is not obliged to prepare a policy under section 139a(1)(2) of the Danish Companies Act. To keep focus on diversity Lundbeck has, however, on voluntary basis decided to prepare a Policy on the Proportion of the Underrepresented Gender in Management (other managerial levels), including specific goals for the proportion of the underrepresented gender, as well as a General Diversity Policy. A status on diversity is provided in the company’s annual report.
<i>2.2. Corporate social responsibility</i>				
2.2.1. The Committee <b>recommends</b> that the board of directors adopt policies on corporate social responsibility.	X			Lundbeck has adopted a policy on corporate social responsibility and supports the UN Global Compact.

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<i>2.3. Chairman and vice-chairman of the board of directors</i>				
2.3.1. The Committee <b>recommends</b> appointing a vice-chairman of the board of directors who will assume the responsibilities of the chairman in the event of the chairman’s absence, and who will also act as effective sparring partner for the chairman.	X			Annually, the Board of Directors elects a deputy chairman who chairs the board meetings in the chairman’s absence. The duties of the chairman and deputy chairman are set out in a description of tasks and duties.
2.3.2. The Committee <b>recommends</b> ensuring that, if the board of directors, in exceptional cases, asks the chairman of the board of directors to perform special operating activities for the company, including briefly participating in the day-to-day management, a board resolution to that effect be passed to ensure that the board of directors maintains its independent, overall management and control function. Resolutions on the chairman’s participation in day-to-day management and the expected duration hereof should be published in a company announcement.	X			To ensure that the Board of Directors will maintain responsibility for the overall management and control function in case the chairman is asked to perform special tasks for the company, distribution of duties and duration of the agreements will be documented in minutes from the relevant Board of Directors meeting and disclosed in a company release.

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<b>3. Composition and organization of the board of directors</b>				
<i>3.1. Composition</i>				
3.1.1. The Committee <b>recommends</b> that the board of directors annually accounts for <ul style="list-style-type: none"> <li>• the skills it must have to best perform its tasks,</li> <li>• the composition of the board of directors, and</li> <li>• the special skills of each member.</li> </ul>	X			The required skills of the Board of Directors are annually assessed by the board. The specifications are posted on the company's website. Candidates nominated for the Board of Directors are described according to the recommendation in the notice convening the general meeting. A description of the Board of Directors in accordance with the recommendation is published on the company's website.
3.1.2. The Committee <b>recommends</b> that the selection and nomination of candidates for the board of directors be carried out through a thoroughly transparent process approved by the overall board of directors. When assessing its composition and nominating new candidates, the board of directors must take into consideration the need for integration of new talent and diversity in relation to age, international experience and gender.	X			The goal of the Board of Directors is for the individual board members to complement each other with respect to international experience and qualifications, as this is the best way to be a qualified sounding board for the Executive Management. The Board of Directors proposals for new members are always accompanied by a thorough description of the candidate and the candidate's resume. The Board of Directors support equal opportunities for both genders.  Moreover, at the general meeting the Chairman of the Board of Directors reviews the recruitment criteria on which the Board of Directors has based its recommendation.
3.1.3. The Committee <b>recommends</b> that a description of the nominated	X			Candidates nominated for the Board of Directors are described according to the recommendation in the

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>candidates' qualifications, including information about the candidates'</p> <ul style="list-style-type: none"> <li>other executive functions, e.g. memberships in executive boards, boards of directors, and supervisory boards, including board committees in foreign enterprises, be accompanied by the notice convening the general meeting when election of members to the board of directors is on the agenda.</li> <li>demanding organizational tasks, and information</li> <li>about whether candidates to the board of directors are considered independent.</li> </ul>				<p>notice convening the general meeting.</p>
<p>3.1.4. The Committee <b>recommends</b> that the company's articles of association stipulate a retirement age for members of the board of directors.</p>	X			<p>Pursuant to the articles of association of H. Lundbeck A/S, a board member shall resign not later than at the general meeting in the calendar year in which the board member attains the age of 70. The annual report contains information about the retirement age for members of the Board of Directors and the age of the individual directors.</p>
<p>3.1.5. The Committee <b>recommends</b> that members of the board of directors elected by the general meeting be up for election every year at the annual</p>	X			<p>Pursuant to the company's articles of association, board members elected by the general meetings are elected for a period of one year.</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
general meeting.				
<i>3.2. Independence of the board of directors</i>				
<p>3.2.1. The Committee <b>recommends</b> that at least half of the members of the board of directors elected by the general meeting be independent persons, in order for the board of directors to be able to act independently of special interests. To be considered independent, this person may not:</p> <ul style="list-style-type: none"> <li>• be or within the past five years have been member of the executive board, or senior staff member in the company, a subsidiary undertaking or an associate,</li> <li>• within the past five years, have received larger emoluments from the company/group,</li> <li>• a subsidiary undertaking or an associate in another capacity than as member of the</li> <li>• board of directors,</li> <li>• represent the interests of a controlling shareholder,</li> <li>• within the past year, have had significant business relations (e.g. personal or indirectly as partner or</li> </ul>	X			At least half of the members of the Board of Directors elected by the shareholders are independent in accordance with the cited definition.

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>employee, shareholder, customer, supplier or member of the executive management in companies with corresponding connection) with the company, a subsidiary undertaking or an associate.</p> <ul style="list-style-type: none"> <li>• be or within the past three years have been employed or partner at the external auditor,</li> <li>• have been chief executive in a company holding cross-memberships with the company,</li> <li>• have been member of the board of directors for more than 12 years, or</li> <li>• have been close relatives with persons who are not considered independent.</li> </ul>				
<i>3.3. Members of the board of directors and the number of other executive functions</i>				
<p>3.3.1. The Committee <b>recommends</b> that each member of the board of directors assesses the expected time commitment for each function in order that the member does not take on more functions than he/she can manage satisfactorily for the company.</p>	X			The number of directorships each member is able to hold is subject to an individual assessment.
<p>3.3.2. The Committee <b>recommends</b> that the management commentary, in</p>	X			The company’s annual report or website contains information on the members of the Board of Directors

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>addition to the provisions laid down by legislation, includes the following information about the members of the board of directors:</p> <ul style="list-style-type: none"> <li>• the position of the relevant person,</li> <li>• the age and gender of the relevant person,</li> <li>• whether the member is considered independent,</li> <li>• the date of appointment to the board of directors of the member,</li> <li>• expiry of the current election period,</li> <li>• other executive functions, e.g. memberships in executive boards, boards of directors, and supervisory boards, including board committees in foreign enterprises and</li> <li>• demanding organizational tasks, and</li> <li>• the number of shares, options, warrants and similar in the company, and other group companies of the company, owned by the member, as well as changes in the portfolio of the member of the securities mentioned which have occurred during the financial year.</li> </ul>				<p>in accordance with the recommendation.</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<i>3.4. Board committees</i>				
<p>3.4.1. The Committee <b>recommends</b> that the company publish the following on the company’s website:</p> <p>The terms of reference of the board committees,</p> <ul style="list-style-type: none"> <li>the most important activities of the committees during the year, and the number of meetings held by each committee, and</li> <li>the names of the members of each committee, including the chairmen of the committees, as well as information on which members are independent members and which members have special qualifications.</li> </ul>	X			The specified information is published on the company’s website or in the annual report.
<p>3.4.2. The Committee <b>recommends</b> that a majority of the members of a board committee be independent.</p>	X			The majority of members of the Lundbeck Board committees are independent members in accordance with the cited definition in recommendation 3.2.1.
<p>3.4.3. The Committee <b>recommends</b> that the board of directors set up a formal <u>audit committee</u> composed such that</p> <ul style="list-style-type: none"> <li>the chairman of the board of directors is not chairman of the audit</li> </ul>	X			Lundbeck has established an audit committee consisting of three board members. The chairman of the Board of Directors is not chairman of the audit committee. Lundbeck finds that the members of the audit committee between them have the necessary skills and experience to handle the tasks assigned to the

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>committee, and</p> <ul style="list-style-type: none"> <li>between them, the members should possess such expertise and experience as to provide an updated insight into and experience in the financial, accounting and audit aspects of companies whose shares are admitted to trading on a regulated market.</li> </ul>				committee.
<p>3.4.4. The Committee <b>recommends</b> that, prior to the approval of the annual report and other financial reports, the audit committee monitors and reports to the board of directors about:</p> <ul style="list-style-type: none"> <li>significant accounting policies,</li> <li>significant accounting estimates,</li> <li>related party transactions, and</li> <li>uncertainties and risks, including in relation to the outlook for the current year.</li> </ul>	X			In case of significant changes in accounting policies or estimates, related party transactions or changes in uncertainties or risks, the company’s audit committee will deal with the changes and notify the Board of Directors.
<p>3.4.5. The Committee <b>recommends</b> that the audit committee:</p> <ul style="list-style-type: none"> <li>annually assesses the need for an internal audit, and in such case, makes recommendations on selecting, appointing and removing the head of the internal audit</li> </ul>	X			The Board of Directors has per 5 November 2013 decided to close down the company’s internal audit function. The Board of Directors has assessed that the tasks of assessing internal control systems and risk management systems are better carried out by the company’s external auditor and other internal control functions in the company. Based on the work conducted by the external auditors and internal control

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>function and on the budget of the internal audit function, and</p> <ul style="list-style-type: none"> <li>monitor the executive board’s follow-up on the conclusions and recommendations of the internal audit function.</li> </ul>				<p>functions the audit committee reviews and assesses the internal control systems and the management’s guidelines for such systems annually, and either recommends that the Board of Directors approve the systems or ensures that necessary improvements are implemented. The Executive Managements follow-up on conclusions and recommendations made in this respect.</p>
<p>3.4.6. The Committee <b>recommends</b> that the board of directors establish a nomination committee chaired by the chairman of the board of directors with at least the following preparatory tasks:</p> <ul style="list-style-type: none"> <li>describe the qualifications required by the board of directors and the executive board, and for a specific membership, state the time expected to be spent on having to carry out the membership, as well as assess the competences, knowledge and experience of the two governing bodies combined,</li> <li>annually assess the structure, size, composition and results of the board of directors and the executive board, as well as recommend any changes to the board of directors,</li> <li>annually assess the competences, knowledge and experience of the</li> </ul>		X		<p>The tasks of a nomination committee are carried out by the Chairmanship who annually provides the Board of Directors with information about:</p> <ul style="list-style-type: none"> <li>qualifications required in the two governing bodies and for a given position, the expected time commitment for a position and the balance of skills, knowledge and experience available in the two governing bodies.</li> <li>the structure, size, composition and performance of the governing bodies including suggested changes,</li> <li>skills, knowledge and experience of the individual members of the governing bodies,</li> <li>proposals submitted by relevant persons, including shareholders and members of the governing bodies, for candidates for executive positions.</li> <li>identified and recommended candidates for the governing bodies.</li> </ul>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>individual members of management, and report to the board of directors in this respect,</p> <ul style="list-style-type: none"> <li>consider proposals from relevant persons, including shareholders and members of the board of directors and the executive board for candidates for the board of directors and the executive board, and</li> <li>propose an action plan to the board of directors on the future composition of the board of directors, including proposals for specific changes.</li> </ul>				
<p>3.4.7. The Committee <b>recommends</b> that the board of directors establish a remuneration committee with at least the following preparatory tasks:</p> <ul style="list-style-type: none"> <li>to recommend the remuneration policy (including the general guidelines for incentive-based remuneration) to the board of directors and the executive board for approval by the board of directors prior to approval by the general meeting,</li> <li>make proposals to the board of directors on remuneration for</li> </ul>	X			<p>Lundbeck has established a remuneration committee responsible for the company’s overall remuneration strategy and remuneration of the members of the Executive Management. The objective of the committee is partly to ensure a consistently competitive remuneration, also in a regional perspective, partly to ensure a reasonable balance between remuneration and performance. Furthermore, it is the duty of the committee to ensure that all option/warrant programmes set up for members of the Executive Management are competitive but also conform to best practice in similar companies and industries.</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>members of the board of directors and the executive board, as well as ensure that the remuneration is in compliance with the company’s remuneration policy and the assessment of the performance of the persons concerned. The committee should have information about the total amount of remuneration that members of the board of directors and the executive board receive from other companies in the group, and</p> <ul style="list-style-type: none"> <li>• recommend a remuneration policy applicable for the company in general.</li> </ul>				
<p>3.4.8. The Committee <b>recommends</b> that the remuneration committee do not consult with the same external advisers as the executive board of the company.</p>	X			<p>The remuneration committee and Executive Management do not consult with the same external advisers.</p>
<p><i>3.5. Evaluation of the performance of the board of directors and the executive board</i></p>				
<p>3.5.1. The Committee <b>recommends</b> that the board of directors establish an evaluation procedure where contributions and results of the board of directors and the individual members, as well as collaboration with the executive board are annually evaluated. Significant</p>	X			<p>The Board of Directors has adopted a formal evaluation procedure to ensure systematic evaluation of the work of the Board of Directors and the individual members. The chairman is in charge of the evaluation of the Board and the outcome is disclosed in the annual report.</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
changes deriving from the evaluation should be included in the management commentary or on the company's website.				
3.5.2. The Committee <b>recommends</b> that in connection with preparation of the general meeting, the board of directors consider whether the number of members is appropriate in relation to the requirements of the company. This should help ensure a constructive debate and an effective decision-making process in which all members are given the opportunity to participate actively.	X			The company's Board of Directors consists of 4-6 external directors elected by the shareholders in general meeting and 2-3 members elected by the company's Danish employees. The Board of Directors believes that its current size is appropriate, both in relation to the company's requirements and the Board of Directors assignments and skills. The number of members on the board is assessed annually.
3.5.3. The Committee <b>recommends</b> that at least once every year the board of directors evaluate the work and performance of the executive board in accordance with predefined clear criteria.	X			The evaluation of the work and results of the Executive Management forms a natural part of the regular meetings held by the chairman of the Board of Directors and the CEO. A performance plan for Executive Management is established annually.
3.5.4. The Committee <b>recommends</b> that the executive board and the board of directors establish a procedure according to which their cooperation is evaluated annually through a formalized dialogue between the chairman of the board of directors and the chief	X			The Board of Directors has adopted a formal evaluation procedure to ensure systematic evaluation of the work of the Board of Directors and Executive Management. Further, ongoing evaluation of the cooperation between Executive Management and the Board of Directors is part of the regular meetings held by the chairman of the Board of Directors and the CEO.

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
executive officer and that the outcome of the evaluation be presented to the board of directors.				
<b>4. Remuneration of management</b>				
<i>4.1. Form and content of the remuneration policy</i>				
<p>4.1.1. The Committee <b>recommends</b> that the board of directors prepare a clear and transparent remuneration policy for the board of directors and the executive board, including</p> <ul style="list-style-type: none"> <li>• a detailed description of the components of the remuneration for members of the board of directors and the executive board,</li> <li>• the reasons for choosing the individual components of the remuneration, and</li> <li>• a description of the criteria on which the balance between the individual components of the remuneration is based.</li> </ul> <p>The remuneration policy should be approved by the general meeting and published on the company’s website.</p>	X			<p>Lundbeck has a remuneration policy for Executive Management and the Board of Directors which includes the reasons for choosing the individual components of the remuneration and a description of the criteria on which the balance between the individual components of the remuneration is based. The remuneration policy is described in the annual report and posted on the company’s website, <a href="http://www.lundbeck.com">www.lundbeck.com</a>. Any changes to the remuneration policy are subject to approval at the general meeting.</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<p>4.1.2. The Committee <b>recommends</b> that, if the remuneration policy includes variable components,</p> <ul style="list-style-type: none"> <li>• limits be set on the variable components of the total remuneration package,</li> <li>• a reasonable and balanced linkage be ensured between remuneration for governing body members, expected risks and the value creation for shareholders in the short and long terms,</li> <li>• there be clarity about performance criteria and measurability for award of variable components,</li> <li>• there be criteria ensuring that qualifying periods for variable components in remuneration agreements are longer than one calendar year, and</li> <li>• an agreement is made which, in exceptional cases, entitles the company to reclaim in full or in part variable components of remuneration that were paid on the basis of data, which proved to be misstated.</li> </ul>	X			<p>The remuneration of the Executive Management and the company’s executives consists of a combination of a fixed salary, bonus and share based instruments. The Board of Directors believes that this split of the remuneration into three components ensure that the company’s management retains its focus on the company’s operations in the short term as well as the longer term strategies/objectives. This will in turn ensure that management endeavours to optimise shareholder value.</p> <p>The value of the Executive Management’s bonus programme cannot exceed 6 months’ salary for EVPs and 9 months’ salary for the CEO. There are no unusual severance packages for members of the Executive Management.</p> <p>In accordance with the recommendations, in exceptional cases, the company is entitled to reclaim in full or in part financial benefits received by the executive, if it is ascertained that the financial benefits were received on the basis of information that subsequently proves to be misstated, and provided that the executive is acting in bad faith.</p>
<p>4.1.3. The Committee <b>recommends</b> that remuneration of members of the</p>	X			<p>Members of the company’s Board of Directors receive a fixed annual remuneration. The remuneration does not</p>

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
board of directors does not include share options.				include bonus and incentive programmes.
4.1.4. The Committee <b>recommends that</b> if share-based remuneration is provided, such programmes be established as roll-over programmes, i.e. the options are granted periodically and should have a maturity of at least three years from the date of allocation.	X			Executive Management receives stock-based remuneration that meets the specified requirements. The remuneration programme is described in the annual report and on the company's website, <a href="http://www.lundbeck.com">www.lundbeck.com</a> . The Board of Directors believes that the LTI programmes implemented promote long-term behavior. The LTI warrant implemented programmes are valued according to Black & Scholes.
4.1.5. The Committee <b>recommends that</b> agreements on termination payments should not amount to more than two years' annual remuneration.	X			The Board of Directors has adopted a general policy that severance payments to Executive Management should not amount to more than two years' annual remuneration.
<i>4.2. Disclosure of the remuneration policy</i>				
4.2.1. The Committee <b>recommends</b> that the company's remuneration policy and compliance with this policy be explained and justified annually in the chairman's statement at the company's general meeting.	X			At the company's general meeting, the chairman addresses the company's remuneration policy and compliance with the policy.
4.2.2. The Committee <b>recommends</b> that the proposed remuneration for the	X			At the company's general meeting, the chairman addresses the remuneration of the Board of Directors. The remuneration appears from the company's annual

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
board of directors for the current financial year be approved by the shareholders at the general meeting.				report and is approved each year at the company's general meeting.
4.2.3. The Committee <b>recommends</b> that the total remuneration granted to each member of the board of directors and the executive board by the company and other companies in the group, including information on the most important contents of retention and retirement/resignation schemes, be disclosed in the annual report and that the linkage with the remuneration policy be explained.		X		<p>Lundbeck discloses the individual remuneration paid to the CEO and the combined remuneration paid to the other members of the company's Executive Management. The company finds that disclosure of the remuneration paid to each individual member of the Executive Management will not add additional value for shareholders and other stakeholders.</p> <p>Lundbeck discloses the individual remuneration granted to each member of the Board of Directors in the annual report.</p> <p>Lundbeck does not offer defined-benefit schemes to members of the Board of Directors or the Executive Management.</p> <p>The most important aspects of retention and severance programmes are disclosed in the annual report.</p>
<b>5. Financial reporting, risk management and audits</b>				
<i>5.1. Identification of risks and transparency about other relevant information</i>				
5.1.1. The Committee <b>recommends</b> that the board of directors in the management commentary review and account for the most important strategic and business-related risks, risks in	X			Lundbeck takes a systematic approach to risk management. Annually, the company identifies the most significant risks, which are monitored in an ongoing process by Executive Management as well as the Board of Directors.

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
connection with the financial reporting as well as for the company's risk management.				The company's risk management activities are disclosed in the annual report.
<i>5.2. Whistleblower scheme</i>				
5.2.1. The Committee <b>recommends</b> that the board of directors decide whether to establish a whistleblower scheme for expedient and confidential notification of possible or suspected wrongdoing.	X			Lundbeck has established a whistleblower scheme for expedient and confidential notification of possible or suspected wrongdoing.

Recommendation	The company complies	The company complies partially	The company does not comply	The explanation for complying/partially complying/not complying with the recommendation
<i>5.3. Contact to auditor</i>				
<p>5.3.1. The Committee <b>recommends</b> that the board of directors ensure regular dialogue and exchange of information between the auditor and the board of directors, including that the board of directors and the audit committee at least once a year meet with the auditor without the executive board present. This also applies to the internal auditor, if any.</p>	X			<p>The audit committee holds several annual meetings with external and internal auditors to identify significant risk areas and discuss substantial accounting issues. Based on the discussions, the audit committee reports back to the Board of Directors.</p> <p>To close the year-end audit, the external auditors prepare a long-form audit report which is presented to the audit committee for their review and discussion. At the subsequent board meeting, at which the financial statements are approved, the external auditors review the long-form audit report together with the members of the Board of Directors.</p> <p>The Board of Directors and the audit committee meet with the external and internal auditors at least once every year without the Executive Management present.</p>
<p>5.3.2. The Committee <b>recommends</b> that the audit agreement and auditors' fee be agreed between the board of directors and the auditor on the basis of a recommendation from the audit committee.</p>	X			<p>The company's audit committee negotiates the audit agreement, including fees to the auditors, and presents the agreement for approval by all members of the Board of Directors.</p>