Environmental, Social, and Governance Report

DECEMBER 2020
“Revance is daring to make a difference in the world, through our products, services and people.”

MARK J. FOLEY
President and Chief Executive Officer

Revance is a unique biopharmaceutical company now moving from a development-stage organization to a commercial entity.

After almost 20 years of R&D effort and adaptive business strategies, we are in the initial commercialization stage, ready to capitalize on all the work that has been accomplished by our current team and all who came before us.

Through this report, our goal is to provide insights into our approach on a number of environmental, social, and governance (ESG) topics to meet the needs of investors and other vested parties evaluating the sustainability and future success of our firm.
Our company plans to operate in both the aesthetics market (cash pay) and the therapeutics market (reimbursed) — currently a $6 billion opportunity — with differentiated products and services that deliver meaningful outcomes to physician practices and their patients. Our initial commercialization efforts will focus in the United States (U.S.), though we plan to introduce our innovations globally by partnering or expanding into certain markets. Thus, our impact will be global, and we strive to be a good corporate citizen in all that we do.

We manufacture our primary drug candidate, DaxibotulinumtoxinA for Injection. This neuromodulator is a proprietary formulation of botulinum toxin A, deemed a Tier 1 Select Agent by the Centers for Disease Control and Prevention (CDC). Thus, our research, development and manufacturing operations are highly regulated. Our operations are regularly inspected by the U.S. Food and Drug Administration (FDA), the U.S. Department of Homeland Security and the Centers for Disease Control and Prevention. Due to the nature of DaxibotulinumtoxinA, and the required regulatory oversight, there is a great deal of social and scientific responsibility on the company. We take that responsibility extremely seriously as evidenced by our policies, procedures, and operations. And the company is audited by local, state and federal agencies, and we have met or exceeded all safety and environmental standards on an annual basis to ensure proper safety measures exist.
DaxibotulinumtoxinA for Injection is the first significant innovation in the field of neuromodulators in more than 30 years. In controlled clinical studies, our next-generation neuromodulator has delivered strong efficacy data, a safety profile similar to other approved toxins, and has demonstrated a differentiated and long-duration of effect. In aesthetic medicine, it promises to provide patients with long-lasting wrinkle reduction, allowing for extended treatment effect while in therapeutic use, and extended relief from painful and debilitating conditions, such as upper limb spasticity and cervical dystonia.

The long-lasting benefit of DaxibotulinumtoxinA for Injection is highly desirable for both aesthetic consumers and therapeutic patients with these severe disabilities.
To augment our entry into the aesthetics market, we signed two significant business development deals in the first half of 2020.

**RHA**

First, a U.S. distribution agreement with Teoxane SA for a collection of innovative hyaluronic acid (HA) dermal fillers (press release).

**HINTMD**

Second, the acquisition of Hint Inc., developer of a proprietary financial technology platform for aesthetics practices (press release). Combined with DaxibotulinumtoxinA for Injection, this gives Revance a powerful portfolio of premium products and services to successfully serve our physician partners.

As to other partnerships, we are working with Viatris (formerly Mylan) to develop a short-acting toxin, which would be a biosimilar to BOTOX®, providing a potentially lower-cost alternative for current users of this market-leading neuromodulator (press release). Through a license agreement, we are also collaborating with Fosun Pharma (press release) to bring the benefits of DaxibotulinumtoxinA for Injection to market in China, Hong Kong and Macau. These partnerships are for both the aesthetics and therapeutics markets.
To our stakeholders

Our core values —

SPEED
If there is a way to do it better, we find it fast. We simplify, innovate, and implement fast. We embrace the speed of decision-making.

AUDACIOUS(NESS)
We think big. We create futures designed to disrupt the marketplace. We are willing to take bold action to create our vision.

GRIT
Perseverance, determination, and persistence. We thrive on challenging tasks and always aim to do the right thing. Obstacles do not get in the way of our success.

EMPATHY
We listen in ways that create understanding. By assuming positive intent and offering support, we respect others, encourage collaboration and foster inclusiveness.

At Revance, we have grown and developed into the company we are today because we have been guided by a set of values that are embraced by all employees.

These values shape every aspect of our operations and reflect our commitment to our employees, patients, the medical community and our shareholders.
TO OUR STAKEHOLDERS
Our Core Values —

Our commitment to employees, patients, the medical community and our shareholders is unwavering. We are excited about the future for Revance and how we can help physicians make the lives of their patients better.

OUR PROMISE

Commitment to Physicians and Their Patients
Health care providers and their patients demand something significantly better, and we are committed to delivering that.

Commitment to Employees
We provide an inclusive, rewarding, and engaging environment for employees to develop professionally and contribute to our success.

Commitment to Shareholders
We strive to scale our business to provide superior returns to our investors.
As we moved through 2020 and into 2021, these are both exciting and unprecedented times as we introduce Revance’s first products and services against a backdrop of an evolving and ever-changing COVID-19 landscape. In March, as the virus situation intensified, we quickly implemented travel bans and employed work-from-home directives. Our IT staff aided two-thirds of our workforce at that time to set up home office environments. We purchased headsets, monitors, keyboards, docking stations, and printers for various employees as requested. We also went live with a 24/7 Help Desk support that is more flexible for everyone’s different home situations and provided ergonomic solutions, as necessary, at no cost to the employee.

Only essential manufacturing and laboratory employees continued to work in the office, with staggered schedules wherever possible. Employees were given flexibility in their hours to accommodate oversight of children schooling at home and care of loved ones. The company immediately implemented the use of best-in-class videoconferencing and messaging tools to optimize engagement and productivity.

These tools are used for regular All-Hands meetings, department staff meetings and team interfaces. And, for those whose roles require it, the company gives an allowance to enable at-home work.

As the country moved to reopen the economy, our business adjusted while adhering to local, regional, and national safety directives and protocols. Our Vice President of Engineering, Facilities, EH&S and Supply Chain was appointed to lead an executive-level Pandemic Response Team. The Pandemic Response Team includes the company’s CEO, SVP of Human Resources, General Counsel, Chief Commercial Officer and Chief Operations Officer. The Pandemic Response Team meets weekly while closely monitoring developments in areas where we have operations and employees. The team incorporates directives from local, state and national agencies into the evolving operational protocols at the company. The Pandemic Response Team developed and implemented a COVID-19 Infectious Disease Preparedness and Response Plan, including training and enhanced safety protocol, which is updated as the COVID-19 situation evolves.

As part of the Infectious Disease Preparedness and Response Plan, all employees were required to read and successfully pass an online test regarding the infectious disease policy and updated protocols.
As part of our commitment to employee safety, at all of our facilities, gloves, masks, hand sanitizer and cleaning materials have been made readily available for employee use. We have implemented new, more robust, cleaning protocols that have been embraced by our janitorial staff, which includes a day porter for cleaning of high-touch areas.

In an effort to help protect individuals in our facilities, posters and floor stickers have been deployed throughout to remind occupants to maintain social distancing and wear masks. For those working on-site at the corporate headquarters, the company performs periodic COVID-19 testing for on-site employees, and we have an occupational health physician that monitors and manages our COVID response/contact tracing to positive or suspected positive cases.

As the company transitioned toward commercialization during 2020, we modified and adapted our recruiting practices. We have embraced technology in new and productive ways, which has led to the hiring of approximately more than 180 people, including our new field sales force through August of 2020. In addition to the infectious disease preparedness and response online safety training, newly hired employees received extensive, virtual new-product training.

In an effort to welcome, and protect, our new field sales employees, each new hire received an ample supply of personal protective materials.

As our field sales force implemented our go-to market strategy, we created adaptable deliverables that can be deployed in virtual, live and/or small group engagements.

Our dynamic go-to market strategy was designed to keep physicians, and employees, safe and comfortable when engaging in business. Revance has developed educational materials and physician training modules, which are available via websites, tablets and on-demand.
Revance contributed personal protective equipment to our local hospitals.

Early on in the pandemic, to back the efforts of our medical professionals, caregivers, first responders and essential workers on the frontline, Revance contributed personal protective equipment to our local hospitals. And, together with our employees, we supported our communities by providing weekly meals to a local soup kitchen and, through a matching-gift program, helped fund three local and national charities providing critical support to families.

In response to recent concerns regarding racial equality, we created a Diversity & Inclusion Committee to engage the Revance community to become a part of the larger solution. We are working on meaningful steps to show our commitment to inclusivity and racial equality.

A first step was to establish a company-matching program for donations to organizations committed to addressing racial inequality, and a second step was to offer a one-day, company-paid day off to employees wanting to get involved to make a difference. Our company is committed to this cause and continues to look for ways to make Revance a more inclusive work environment.
Revance adapted to the new world environment, focused on delivering the following three key clinical and commercial catalyst categories:

1  ENTERING THE AESTHETICS MARKET

Two newly acquired, market-ready assets:

- **RHA®**
  Collection of dermal fillers – the first and only dermal fillers FDA approved for the treatment of dynamic wrinkles and folds.

- **HintMD®**
  Fintech platform – an integrated digital services platform enabling no-touch, smart payment processing, patient subscriptions and loyalty programs.

2  GARNERING OUR FIRST DRUG APPROVAL

The company’s next-generation neuromodulator, DaxibotulinumtoxinA for Injection.

The company was given a PDUFA date of November 25, 2020, which was delayed by the FDA due to COVID-19 related travel restrictions affecting the agency’s ability to conduct a site inspection.

If approved following inspection, we plan to mobilize a phased commercial launch into the U.S. aesthetics market.

3  CONFIRMING OUR THERAPEUTICS PATH

Results from three clinical trials in therapeutic indications — cervical dystonia (fall 2020), upper limb spasticity (early 2021) and plantar fasciitis (fall 2020) — will enable the company to further refine the clinical and capital allocation strategy in therapeutics while also informing the company’s commercial opportunity in the therapeutics market.
“We are fortunate to be in a position of solid financial strength.”

We launched our differentiated portfolio of facial injectables and digital payment platform into the aesthetics market. We continually assess the economic and COVID-19 environment and make appropriate adjustments as needed. Also, we have accessed the financial markets, as appropriate, to ensure that the company is properly funded to drive shareholder value.

As of September 30, 2020, the company had cash and investments of about $436 million, sufficient to fund operations into 2023, based on our current plan. In total, since the company’s initial public offering (IPO) up to September 30, 2020, we have raised over $700M from follow-on and at-the-market offerings and nearly $300M from debt financing to reach this historic moment in our development. We are laser-focused on delivering value to those who invested in the vision of this company.

Revance is daring to make a difference in the world, through our products, services and people. We are using our remarkable science and keen business sense to deliver exceptional experiences for physicians and their patients around the globe.

Mark J. Foley
President and Chief Executive Officer

We have accessed the financial markets, as appropriate, to ensure that the company is properly funded to drive shareholder value.

AS OF SEPTEMBER 30, 2020

$436 MILLION
IN CASH & INVESTMENTS

$700 MILLION
RAISED IN TOTAL
Commitment to a Safe, Healthy and Secure Work Environment
Commitment to Training and Supporting Our Employees
Commitment as an Equal Opportunity Employer and to Diversity
Response to Social Issues of 2020
Commitment to Fair Compensation
Commitment to Social Responsibility in Our Communities

Commitment to Safe and Effective Therapies for Patients
Commitment to Compliance With Federal Policy on Use of Animals in R&D Efforts
Commitment to Responsible Clinical Development
Commitment to Supplier Partnerships

Comprehensive Compliance Program
Commitment to Ethical Competitive Business Practices
Commitment to Strong Corporate Governance

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Building a Great Culture
As a growing biopharma organization with over 470 employees at the end of 2020, we work to minimize our impact on the environment and climate change.

We have incorporated environmentally sustainable practices wherever possible into our facilities and R&D/manufacturing operations.

Our Environmental, Health & Safety (EH&S) Team oversees our environmental, health and safety programs and reports directly to the Chief Operating Officer.

We closely monitor renewable portfolio standards in the United States. We see these policies as critical to help drive low carbon power sources. Our manufacturing footprint is relatively small (40,000 square feet) and includes a compact bioprocessing center and fill/finish operation.
**WATER** — Our water use varies by timing of production. The company averages 1200 gallons per day, with 5540 gallons used at a maximum, with 3000 of that used for manufacturing. The wastewater generated during the manufacturing process is treated before it leaves operations using CDC and Union City Sanitary District (Ordinance No. 36) approved methods and chemical germicides.

**NATURAL GAS** — Revance has one natural gas boiler. It is certified by EPA and BAAQMD as a cleaner burning engine, which is used 24 hours per day. The average daily usage is 450 Therms /day with the highest usage at 509 Therms/day. This boiler does not emit nitrogen oxides (NOx) and carbon monoxide (CO) exceeding the following limits when firing natural gas:

- 15 ppmv NOx at 3% O2, on a dry basis
- 40 ppmv CO at 3% O2, on a dry basis

**ENERGY** — The company’s average daily uses of electricity is 14,261 kWh / day. We use LED light sources and both occupancy and daylight sensors to minimize energy use for lighting. On the weekends air handlers are turned down to conserve energy. We also have two emergency generators at the facility certified by EPA and BAAQMD as cleaner burning engines. Both generators have catalyzed particulate filters, which employ an oxidation catalyst coated onto the filter body itself and/or onto a flow-through substrate located upstream of the filter for the purpose of regenerating the filter. The average usage per month of these generators is approximately 15 minutes.

Measures are as year-end 2019.
WASTE MANAGEMENT AND RECYCLING — Revance is a small-quantity generator of hazardous waste. Our hazardous waste program ensures that Revance complies with all relevant local, state and federal regulations; proper signage, storage, inspections, labeling, transporting and disposal of waste. Revance is evaluating additional measures to reduce hazardous waste through improved solvent inventory, purchasing and recycling practices.

In terms of e-waste, Revance’s Recycling Program manages the collection and recycling of electronic waste. We generate approximately 200 gallons of mixed electronic waste per year. Revance actively participates in e-waste recycling, including donations of working computer hardware to local school charities. Revance generates 12 cubic feet of solid recyclable items per week and 8 cubic feet of solid waste per week. At least 60% of solid waste is recyclable.

Recycling bins are distributed at all cubicles, workstations, kitchen areas, printer areas. And throughout the facility, we encourage employees to actively participate in recycling. Revance purchases reusables that are eco-friendly (i.e., utensils, cups, plates) but actively encourages employees to use reusable water bottles and coffee cups gifted to employees by the company or brought from home. We participate in Nespresso pod recycling program for coffee, tea and cocoa. Employees are made aware of the current programs and its goals at the coffee stations.
COMMITMENT TO A SAFE, HEALTHY AND SECURE WORK ENVIRONMENT

Environmental Impact —

Special additional training for laboratory staff, upon onboarding and annually, includes: lab safety, chemical safety, bio safety (including bloodborne pathogen, respiratory protection, and pathogen-specific training), PPE and general office safety.

The company undergoes regular health and safety auditing processes. These include:

- Government inspections conducted every three years
- Internal audits conducted throughout the year by Quality Assurance
- Biosafety audits conducted externally every three years and internally each month
- Chemical hygiene audits conducted internally quarterly

HEALTH AND SAFETY PROGRAM — Revance provides regular health and safety training programs for employees, which includes, upon onboarding, an overview during new-hire orientation, plus personal protective equipment (PPE) training, ergonomics evaluation procedures and first aid training. These are repeated annually through our Quality Learning Management System, ComplianceWire.
We aspire to a culture that embodies our values of speed, audacious, grit, and empathy.

We believe that empowered employees make a difference in disrupting and improving the aesthetics and therapeutics markets for physicians and their patients.

We act quickly, we think big, we are persistent and unrelenting, and we care about people. We offer our employees the opportunity to be part of something special.

These values and our promise are listed in our Employee Handbook posted on our internal website and are covered in new-hire orientations. In addition, we have an Equal Employment Opportunity policy in the Employee Handbook and employment application.

Our Share the Rev Committee was assembled to advance employee engagement, social responsibility and corporate citizenship through company activities and community events. Details can be found on the Social Responsibility section of this report and in our Equal Employment Opportunity policy.

Upon joining the company, all new employees are required to become familiar with all company policies and complete compliance training within 30 days of hire. Existing employees are required to acknowledge current policies annually through our Quality Learning Management System, ComplianceWire. ComplianceWire is an integrated, cloud-based Learning Management System (LMS). The software is designed as a workforce training solution that meets both the compliance and performance needs of a workforce in regulated manufacturing environments.
New-hire orientation is completed during an employee’s first week with the company. New-hire orientation is meant to welcome new employees and provide critical information related to human resources topics (including culture, values and other elements in the Employee Handbook), company information technology (IT), finance policies and benefits.

Further, the field sales force has an additional two weeks of onboarding, which educates new sales force employees about the markets in which we operate, the products that they are selling, sales and marketing activities and compliance. The company is committed to ensuring that our sales force is well informed and educated about the company’s existing and future products and all associated compliance procedures.

In fact, our sales representatives must pass rigorous examinations on our products and services prior to outreach to our customers. As new developments are announced and products are approved for sale, the sales team receives ongoing training as needed.
We have a code of conduct and ethics policy to help ensure employees maintain ethical practices.

Our Code of Conduct and Ethics Policy is posted on our website revance.com.

When employees join the company, Human Resources holds a training and onboarding meeting. They are given the employee handbook, which includes our code of conduct. All employees must also acknowledge code of conduct within our online training system, ComplianceWire. The new-hire presentation is posted on the company’s internet site, REVnet.
Our Safety in the Workplace Policy is found in the Employee Handbook.

Also, requisite employment law information is prominently displayed at our facilities along with Occupational Safety and Health Administration (OSHA) and workers’ compensation posting in each office location bulletin boards. All employees are trained on workplace safety including security and inspection, work-related injuries, emergency protocols via ComplianceWire, operated by the company Facilities Environment, Health and Safety Department.

Per documentation by our Environmental Health and Safety organization, there has been zero (0) safety incidents reported in 2019. All employees are informed that they have the right to file a confidential safety and health complaint as required by CA OSHA.

In addition, we have a Safety Suggestion Box to maintain employee confidentiality when soliciting feedback, suggestions, or safety concerns. At the same time, it is a requirement to report all safety accidents and incidents as soon as possible and submit an accident report in a period of five days.

We have not yet started the process for ISO 45001.
LABOR LAWS

Employment law posters are found in each office location bulletin boards with minimum wages, overtime eligibility, and pay-date schedule notice.

In addition, compensation related to exempt classification, overtime eligibility, time keeping, rest and meal-break periods are clearly defined in the Employee Handbook.

Approximately 90% of our employees are salary-based, and there are no unions represented within our employee base.
Revance does not tolerate harassment in the workplace.

The Policy Against Sexual and Other Workplace Harassment can be found in the Employee Handbook. All employees are required to complete Harassment Prevention Training within 30 days of hire and retrained annually via ComplianceWire.

Supervisors and managers are required to participate in additional training, commensurate with their leadership positions. The Harassment and Ethics policies are in the Code of Business Conduct and are part of the new-hire orientation training.
Revance recognizes that our employees are the key to our success, and we believe their development is what supports our growth and prosperity as a company.

Thus, we offer development training and workshops to all regular Revance employees. Information on development opportunities are mentioned in new-hire orientation training and posted on the company intranet.

In addition, personal development plans for full-time employees are discussed and reviewed each year with their supervisors.
**DEVELOPMENT AND EDUCATION PROGRAMS AVAILABLE AT OR THROUGH REVANCE INCLUDE:**

**THE LEADERSHIP EDGE**

Women’s Leadership-or-Laboratory to Leadership (new managers) – Seven sessions annually at a cost of $10,000 annually. 2019 was the pilot year, with a small number of participants. In 2020, we had 25 women signed up for the first full session.

**INTERVIEW EDGE**

Interview training and tools for hiring top talent – Four half-day sessions; company expenditure was approximately $27,000 for pilot year. Fifteen managers attended.

**CORE COMPETENCIES**

FOUNDATIONS Development Training (workshops and New Hire Orientation) – Five sessions; company expenditure was approximately $130,000 to date.) To date, 120 employees have participated, which represented a majority of employees prior to the HintMD acquisition and sales force hiring.

**EMPLOYEE EDUCATION TUITION PROGRAM**

For employees seeking additional certifications and degrees (up to annual reimbursement amount of $5,250)

- 2019 – 6 participants
- 2020 – 3 participants

**CORPORATE COMPLIANCE POLICY TRAINING**

Compliance Policy Training is conducted via ComplianceWire.

**LUNCH AND LEARNS**

These are regularly scheduled in-person or virtual events covering financial planning, health and wellness, company clinical programs, financial acumen, or other topics to help educate the employee base.

**FOR FIELD SALES**

There are additional required sales training on product knowledge and exams conducted by Director of Sales Training. Representatives must achieve a score of at least 90% to pass. Ongoing sales training includes three new modules per quarter.
Revance is proud to be recognized as a Great Place to Work, as certified by the independent analysts at Great Place to Work Institute for the third year.

Revance participates annually in the Great Place to Work certification program. This is a mini pulse survey on employee engagement and satisfaction. Revance received its first recognition in 2018 and has now been certified for three years running.

In 2018, we conducted formal Employee Engagement Survey with Willis Towers Watson (WTW) for a deeper dive into employee engagement and satisfaction.

Results of the survey were shared with all employees and Focus Area Teams were assembled to develop action plans to address opportunity areas. The four opportunity areas included: Change Management Communications, Company Image, Total Rewards, and Values. Focus Area Teams met to brainstorm, prioritize ideas, and create action items. The teams created quick wins, mid-range plans and long-term plans. These were implemented in 2018 and 2019.

Revance intends to conduct another Employee Engagement Survey in 2021 to assess progress and continue to identify opportunity areas for improvement.
Revance is growing.

At the end of 2019, Revance employed 193 people. As of December 31, 2020, after acquiring HintMD, hiring of 100 field sales positions, and adding a number of marketing and other field support roles, we employed more than 470 people. Revance seeks to have an employee turnover rate in line with other California and/or Bay Area biotechnology companies.

Our employee turnover rate in 2019 was 17%. The San Francisco Bay Area is a highly competitive market, with an average employee turnover rate in the tech sector of about 13% turnover. To lower our turnover rate, we have worked to improve benefits, such as vacation and 401(k), plus improve our management training and career development options.

Our longest tenured employee has been with Revance 14 years and 8% of our employees have been with the company 5 years or more. We generally fill open positions quickly, which we believe reflects our competitive employment offerings, Great Place to Work status and corporate culture. To keep an active eye on the employee population, voluntary and involuntary turnover rates are reported quarterly to the Senior Executive Team and the Board Compensation Committee.

*After Acquiring HintMD
We believe equal opportunity in employment is vital.

We believe in equal opportunity employment and do not tolerate discrimination based on race, color, religion, gender, sexual orientation, gender identity, national origin/ancestry, age, disability, marital or veteran status.

Our Equal Employment Opportunity policy is included in the Employee Handbook and in the employment application. We partner with JobTarget to support diversity recruitment needs.

They help us connect and attract talent from all backgrounds, by reposting our jobs on diversity job search sites.
Our workforce is diverse. As of the end of 2019, our workforce consisted of 51% men and 49% women, and our employee ethnic makeup was 57% non-white. 27% of our managers and executives were woman, and 24% were non-white.

Formed in mid-2020, our new Diversity and Inclusion Committee has a mission to foster diversity, equality and belonging at Revance. The committee’s mission is supported by consciously learning, educating, and empowering our employees to bring awareness and help dismantle systems of oppression, which include systemic racism, overt and unconscious bias in the workplace and within our communities. That committee is currently working with a consulting firm to become more educated, conduct an internal survey and develop actionable plans that can have a measurable impact. The next step is to develop a comprehensive program to address diversity and inclusion at the company.

As part of our new-hire documentation, all employees are given an opportunity to self-disclose ethnicity via a Voluntary Self Identification Form. The information is used to report on employee demographics in our quarterly human resources metrics.

Our Share the Rev Committee organizes activities to celebrate diversity and cultural holidays, including Cinco de Mayo, Lunar New Year, St. Patrick’s Day, Diwali the Festival of Lights and a Multicultural International Food Luncheon. More on the Share the Rev Committee can be found in this report.
Our employees are the key to our success, and we believe their development is what supports our growth and prosperity as a company.

Our objective is to provide our employees with a choice in quality benefits that are competitive, cost-efficient, with the flexibility to meet employees’ life needs. As a health care company, we know an employee’s health and well-being are vital factors to their success in the workplace. All regular full-time employees are eligible for health insurance and benefits, which are listed below and on our website.

Approximately 85% of all employees participate in our health insurance program. For the Preferred Provider Organization (PPO) with the Healthcare Saving Account (HSA) plans, we pay up to 95% of premium contributions. There are three medical carrier options offered to employees in California and outside California: we offer two plans—a PPO and PPO+HSA. We cover eligible family members, including a legal spouse/state registered and unregistered domestic partner and/or children (employees and spouse's/state registered and unregistered domestic partner’s biological children, stepchildren, adopted child or foster child up to age 26 or children of any age if they are incapable of self-support due to a physical or mental disability).
Here is a comprehensive list of benefits we provide our employees:

**HEALTH**
- Medical: Kaiser HMO / Cigna PPO | CDHP (company pays up to 95% of premiums)
- Dental: Guardian PPO
- Vision: VSP PPO

**INCOME PROTECTION**
- Company paid
  - Life Insurance
  - Short-Term Disability
  - Long-Term Disability
- Voluntary Employee Life Insurance
- Voluntary Spouse Life Insurance
- Voluntary Child(ren) Life Insurance

**PAY FOR TIME AWAY**
- Vacation:
  - Exempt (salaried) employees: Unlimited Flex Time Off (FTO)
  - Non-Exempt (hourly) employees: 15 days per year pro-rated based on start date
- Sick: 8 days per year
- Paid Leave:
  - Up to 2 weeks – Personal Leave
  - Up to 4 weeks – Parental Leave

**TAX SAVINGS AND RETIREMENT**
- 401(k) Safe Harbor Plan – employer match with immediate vesting
- Employer contributions toward HSA
- Pre-tax Health Savings Account - HSA
- Pre-tax Flexible Spending Accounts - FSAs
Here is comprehensive a list of benefits we provide our employees:

(continued)

**BENEFITS AND PERKS**

- Pre-tax Commuter Accounts

**COMPENSATION**

- Annual Bonus program
- Employee Stock Purchase Plan
- Long-Term Incentive – RSAs
- Rewards and Recognition program
- Education Assistance program

**WORKPLACE PERKS (VARY BY LOCATION)**

- Chair massage
- On-site fitness center and classes
- Weekly gourmet lunch
- Complimentary snacks and beverages
- Annual health and wellness fair
- Campus café
- Laundry service

**OTHER BENEFITS**

- Employee referral program
- Legal and identity theft services
- Select matching gift drives
- Life/behavioral health programs
- Free shuttle bus to BART
- EV charging stations
Revance’s compensation philosophy is designed to attract and retain executive talent.

The Board Compensation Committee has oversight over executive compensations and is responsible for reviewing the Compensation Discussion and Analysis section of the proxy statement, supported our compensation consultant and outside legal counsel.

In 2019, we added an advisory vote of “say on pay” to the proxy process. That year, 92% of the advisory votes cast for approval of the “say on pay” proposal at the 2019 Annual Meeting of Shareholders. In 2020, 52% of the advisory votes cast for approval of the “say on pay” proposal at the 2020 Annual Meeting of Shareholders. Both ISS and Glass-Lewis advised stockholders to choose against the advisory vote. The reason for the lower percentage (and advisory rating) was principally due to compensation for the new President and Chief Executive Officer, Mark Foley, appointed in October of 2019.

The offer was constructed to attract Mark Foley to the office of President and CEO and represented the value of Mark’s experience, his demonstrated accomplishments, success in leading commercial businesses and launching new products in the marketplace and to competitively position him with other top talented peer-company CEOs in the industry. The offer consisted of a base salary, annual bonus opportunity linked to corporate goals, and time-based stock options and restricted shares, as well as a performance share grant linked to specific performance milestones.
Earlier in 2020, we engaged in direct, constructive dialogue with several of our large shareholders regarding our executive compensation programs and policies. It is important to our management team and Board that the investment community understands how our compensation programs and policies support our long-term strategic objectives and are in alignment with shareholder value creation. The Board of Directors considers the outcome of shareholder advisory votes on executive compensation when making decisions pertaining to executive compensation programs and policies.

Revance’s compensation philosophy is designed to attract and retain executive talent, to motivate and deliver outstanding results that increase shareholder value.

Revance targets both cash and long-term compensation in the form of equity at or between the 50th to 75th percentile against peer-group companies.

The Compensation Committee evaluates the representative peer group of companies based on company type, industry, market cap, and organizational footprint relative to Revance on an annual basis.

In addition, all executives have Performance Stock Grants linked to targeted business milestones, such that vesting of shares is achieved only when a business milestone is achieved.

In 2020, we adopted stock ownership guidelines for executive officers and directors, which calls for the achievement and maintenance of equity ownership with the following total values: 3X base salary for the CEO; 1X base salary for all other officers and 3X annual cash retainers for independent directors.

Effective January 1, 2021, we adopted an executive compensation clawback policy which provides the Board with the authority to recover incentive compensation of current and former executive officers if they engaged in fraud or willful misconduct that was a significant contributing factor to the Company having to restate its financial statements.

Recently, we expanded equity vesting for retirements from 90 days to up to 36 months, depending on years of service. This benefit is for all employees and Board of Director members, further encouraging the holding of Revance equity in these situations.
Individual performance goals are established at the early stage of the performance cycle, with embedded flexibility to accommodate shifting priorities as a result of strategic and/or financial objectives.

Presently, explicit ESG metrics are not part of the company or individual performance plans. However, many strategic and operational objectives used in the evaluation of ESG information are embedded in our compensation plans. For example, the hiring, training and support provided to new employees are strategic objectives that dovetail with ESG-related matters. Further, as the company begins to generate revenue, the Board and Compensation Committee will look at opportunities to enhance executive compensation policies, which include adding formal ESG metrics. Additional information on our company’s executive compensation programs, policies and practices can be found in our company’s 2019 Proxy Statement.

**NON-EXECUTIVE COMPENSATION**

We are committed to fair wages and benefits for employees at all locations and use appropriate national and local external surveys to provide highly competitive wages and benefits to attract high-quality talent. With over 90% of our workforce classified as salaried, we believe that we offer our employees a competitive living wage within the communities in which we operate. Our non-executive programs consist of salary and cash and equity incentive compensation tied to quantitative and qualitative metrics. Our non-executive employees are provided with a formal annual review where individual and company level performance are assessed and appropriate salary, bonus and position/title adjustments are made accordingly.
At Revance, we are daring to make a difference through our corporate social responsibility efforts and community partnerships program.

Corporate Image/Social Responsibility was identified as an area of weakness in the 2018 All-Employee Survey. As a result, the Executive Committee formed several subcommittees to address this and other issues identified in the All-Employee Survey.

One of the outcomes was the Share the Rev Committee. That group created the Revance charter to advance employee engagement, social responsibility and corporate citizenship. The 10-12-member employee team is led by a senior manager and includes staff level employees (of a diverse gender, age, job responsibility and ethnic background).

The committee creates opportunities for Revance employees to actively engage at work and make a difference in our communities through company events, community activities, matching-gift programs and focused therapeutic causes. The group also seeks to promote goodwill, visibility and camaraderie that builds Revance’s company image internally, within our local communities and throughout the larger biopharma and healthcare arenas.
SHARE THE REV

SINCE THE SHARE THE REV TEAM’S INCEPTION IN 2018, REVANCE HAS PARTNERED WITH:

**FOOD BANK**

Alameda County Community Food Bank – Holiday Food Drive – 3 barrels (446 lbs.) of can goods and nonperishables in 2018 and 2019.

**TOYS FOR TOTS**

Holiday toy or gift drive to benefit Bay Area children – In 2019, 5 barrels of toys to Toys for Tots. In 2018, we provided 50 to 100 “angel wishes” gifts through the Family Giving Tree.

**WOMEN IN SCIENCE**

Association for Women in Science, Bay Area, California – $1,000 sponsorship of women’s symposium.

**CITY OF NEWARK**

City of Newark, California – $500 sponsorship of Family Days 10K.

**GLOGAU TEDDY BEAR RESCUE FUND**

The Glogau Teddy Bear Rescue Fund – The company has been a $15,000 sponsor of the annual “Snuggly Soirée” fundraiser to provide toys, hotel vouchers and other amenities for needy children and their families at UCSF Benioff Children’s Hospital.

**FAMILY GIVING TREE**

The Family Giving Tree for an annual Back-to-School Backpack Drive (>3,750 in value of 120 backpacks in 2020, 56 backpacks in 2019).

**DYSTONIA MEDICAL RESEARCH FOUNDATIONS**

Dystonia Medical Research Foundations to support the Dystonia Virtual Zoo Walk ($1,000 sponsorship, plus employee participation, in 2020).

**MENLO-ATHERTON HIGH SCHOOL PTA**

Donation of 26 refurbished used laptops for underprivileged children in 2019.
DEAF PLUS ADULT COMMUNITY

Revance also supports the Deaf Plus Adult Community (DPAC), an adult day program in the San Francisco Bay Area, providing work experience for adults who are deaf and have disabilities. They are paid to stock the company coffee, drinks and snacks in the break areas.

COVID-19

The company also donated much-needed Personal Protection Equipment to local hospitals early in the COVID-19 pandemic.

DEAF PLUS ADULT COMMUNITY

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DURING CRISIS SITUATIONS, THE COMPANY RUNS SPECIAL MATCHING-GIFT PROGRAMS:

2018

California Wild Fires ($5,000 match, $5,000 employee).

2020

During the COVID-19 pandemic, between the employees and the company match, Revance raised $24,000 ($16,000 was company matching) for the Red Cross, World Food Kitchen and the Alameda County Community Food Bank. In addition, through Loaves and Fishes, Revance’s normal Wednesday lunch meals were individually packaged and delivered to those in need in the South Bay—primarily senior citizens and families with children. Some meals were also delivered to a local Motel 8 where the homeless are housed. Since March 2020 through August 2020, we have been delivering around 600 meals a month to the program.
Creating Access to Health Care
In 2018, *Time* magazine estimated that there are more than 700 potential uses for BOTOX®, the market-leading botulinum toxin.

Today, there are only 15 FDA-approved uses for botulinum toxins. For more than 20 years, Revance has focused on bringing innovation and access in this “miracle” drug category.

We are committed to providing physicians and their patients with not only a next-generation neuromodulator but also additional products and services that deliver something significantly better than the status quo.

BOTOX® is a registered trademark of Allergan®, Inc.
DaxibotulinumtoxinA for Injection

In the aesthetics market, the company is pursuing its first FDA approval with DaxibotulinumtoxinA for Injection in glabellar lines, the largest indication in facial injectables. Revance completed the SAKURA Phase 3 clinical program in December of 2018 [link], which showed DaxibotulinumtoxinA for Injection was effective in treating glabellar lines, offered a prolonged duration of response (median, ≥24 weeks) and was generally well tolerated. In February of 2020, the company was given a Prescription Drug User Fee Act (PDUFA) date from the FDA for potential approval on November 25, 2020, but was delayed due to COVID-19 travel restrictions, which affected the FDA’s ability to conduct an on-site manufacturing inspection.

If approved, the drug will be made available in the U.S. One of the benefits of DaxibotulinumtoxinA, as demonstrated in the clinical trials, is the duration of effect is nearly double the current standard of care. Among the many benefits to patients of a longer duration neuromodulator: They will see results for longer than currently existing therapies, patients will require fewer visits to see the physician and it is anticipated that the total economic benefit to the patient could be greater than currently available treatment options. The initial target patient profile for DaxibotulinumtoxinA is someone already familiar with neuromodulator treatments. Revance believes that DaxibotulinumtoxinA offers patients an improved economic proposition compared to existing options available to patients.

Revance believes that DaxibotulinumtoxinA offers patients an improved socio-economic proposition compared to existing options available to patients.
In the therapeutics market, DaxibotulinumtoxinA for Injection has the potential to provide significant pharmacoeconomic value to the health-care system. Based on clinical outcomes, DaxibotulinumtoxinA has demonstrated longer duration of action, which can lower the burden on the health-care system.

Long-acting products reduce office visit intensity and administration burden for physicians while providing extended symptom relief for patients, which ultimately improves the patient’s quality of life.

We did extensive third-party research to find the optimal value proposition for patients across the targeted indications. We estimate the annual cost of treatment will be lower than those currently available to patients. This higher-value proposition of long-acting therapeutic benefit, with a lower annual cost, will potentially provide additional market access to patients.

If approved for marketed use in therapeutic indications, the company plans to establish a department that will work with health care insurance providers and government agencies to ensure that those patients have covered access to DaxibotulinumtoxinA. Based on our very promising clinical outcomes, our goal is to pursue preferred coverage with payors for the indications where FDA approval has been attained.

The company’s R&D and marketing teams undertook extensive internal and external research, along with a full analytical exercise, to determine the best therapeutic indications for Revance’s neuromodulator. We take a long-term view when investing into potential, new clinical uses for DaxibotulinumtoxinA for Injection and evaluate a long list of criteria, including unmet patient need, clinical trial path, market size, reimbursement environment, intellectual property, market access and outlook for corporate funding.
It is our intent that therapeutic patients receiving DaxibotulinumtoxinA for Injection will experience high rates of improvement in their condition’s severity, pain and disability, thus greatly improving their quality of life.

We have a pipeline of therapeutic indications for our neuromodulator, if approved, and are grateful to all the investigators and patients who choose to participate in our clinical trials. Throughout our clinical development programs, we use third-party Contact Research Organizations (CRO) to facilitate and monitor patient enrollment and progress to ensure our treatment is safe and effective. The selection criteria for patients enrolled in our clinical trials was established by the company, with consultation from third-party experts, to ensure patient safety and appropriateness for participation in clinical stage drug development.

Clinical trial participants are monitored by our CRO, and an independent data safety monitoring board (DSMB) reviews preliminary trial results to ensure the clinical trial experience protected clinical trial participant safety. For information and access to current clinical trials, go to clinicaltrials.gov.

Because the company did not yet have an approval for its lead drug candidate in 2020, we had not established any charitable or subsidized use. If accepted, for the first few years on the market, DaxibotulinumtoxinA for Injection will be approved for use only in the aesthetics market, which is a discretionary income/cash-pay environment.

In aesthetics, if accepted, company plans to provide a limited number of samples of its RHA® Collection and DaxibotulinumtoxinA for Injection for practitioners to use while training to familiarize themselves with the products before purchase and broad use.

Charitable or subsidized product for therapeutic use has not been established, as the first product approval in a therapeutic indication is expected in 2023, but we expect to work with health care providers and payers so that those in need can access our drug product.
**PRODUCT AND PATIENT SAFETY PIPELINE**

Revance’s key drug candidate is DaxibotulinumtoxinA for Injection. In the pipeline chart below from December of 2020, the active clinical trials for DaxibotulinumtoxinA for Injection are detailed for both aesthetic and therapeutic indications, as are products in collaboration with our partners TEOXANE SA (RHA® Collection – RHA® 1) and with Viatris (formerly Mylan), which is a biosimilar to BOTOX® and BOTOX® Cosmetic.

*Revance has the exclusive right to commercialize RHA® 1 dermal filler in the U.S., however, it is not our product candidate. RHA® is a trademark of TEOXANE SA; BOTOX® is a registered trademark of Allergan®, Inc.*

**BROAD AND BALANCED PIPELINE IN AESTHETICS AND THERAPEUTICS**

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<tr>
<th>AESTHETICS</th>
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<td>RHA® 2, 3, 4 Dermal Fillers</td>
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<td>RHA® 1 Dermal Filler (U.S. distribution rights only)</td>
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**THERAPEUTICS**

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<td><strong>DaxibotulinumtoxinA</strong></td>
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<th>OTHER NEUROMODULATORS</th>
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<td>Biosimilar to BOTOX®</td>
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PDUFA date of Nov. 25, 2020 was deferred due to FDA COVID-19 travel restrictions affecting inspection of manufacturing site. Positive results in all three open-label Phase 2 studies to evaluate dosing and injection patterns.

FDA approved
texoxane aims for FDA approval in 2H21*

Positive Phase 3 pivotal results reported in Q4 2020 with Phase 3 open-label safety study results expected in 2H 2021 Topline results in Q1 2021.

Partnered with Viatris (formerly Mylan), file IND 2022.
Revance abides by the federal animal welfare regulations.

It is required that the Institutional Animal Care and Use Committee (IACUC) must review and approve all activities involving the use of vertebrate animals prior to initiation of such use. The company also abides by the animal testing requirements deemed necessary by the U.S. Food and Drug Administration (FDA).

Due to the highly potent nature of botulinum toxin, animal studies are critical in developing and assessing the drug for use in humans. Animals are used to assess product efficacy, safety, tolerability, potency, manufacturing, formulation development, and stability.

While animal testing is required by the FDA for certain product approvals, we are dedicated to humane treatment of the world’s creatures, as is the FDA. As such, we are always working on clinical and analytical protocols that could minimize or eliminate the need for animal involvement in our R&D work.

For example, LD50 is a protocol designed to determine the mean lethal dose of the test substance. The median lethal dose (or LD50) is defined as the dose of a test substance that is lethal for 50% of the animals in a dose group. The mouse LD50 assay is the current assay acceptable to the Food and Drug Administration (FDA) and European equivalent, as a way of expressing product potency per vial. A cell-based assay has been developed recently, but it has not been made available and is not in the public domain.

Revance is actively engaged in the process of developing a cell-based in-vitro assay with an experienced partner to eventually replace the in-vivo LD50 assay. Once validated, we plan to use a cell-based assay to replace animals for LD50 testing.

MOVING TO CELL-BASED ASSAY TO SAVE LABORATORY ANIMALS
Also, of note, while other botulinum toxin formulations use both human and animal-derived components in their production to stabilize the botulinum toxin molecule, Revance’s formulation of daxibotulinumtoxinA is highly purified.

**Instead of using human serum albumin and other animal-derived components, which can lead to immunogenicity and potential exposure to prion-based disease, we use a proprietary peptide.**

The peptide acts as a stabilizer for the toxin molecule and has led to room temperature stability and long shelf life for our neuromodulator product.
Revance has multiple clinical trials underway at any one time.

Clinical trial information can be found at [www.clinicaltrials.gov](http://www.clinicaltrials.gov). These trials are designed and then reviewed by the FDA mainly to assess drug efficacy and safety. They are managed by the Revance Clinical Research staff and conducted in coordination with a qualified contract research organization and investigational sites. While the majority of the aesthetics trials have been conducted in the U.S. and Canada, several of the therapeutic trials have been extended into Europe where de-novo patient populations are more accessible. Our trials are designed to reflect the demographics of the user or disease-state population. We have a number of standard operating procedures that guide our clinical trials process, which are for internal disclosure only.

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<th>SOP-CLN-2943:</th>
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<td>SOP-CLN-2779:</td>
<td>Clinical Research Associate Monitoring Oversight</td>
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<td>SOP-CLN-2786:</td>
<td>Investigator Site Feasibility and Selection</td>
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<td>SOP-CLN-2943:</td>
<td>PV SOP Signal and Risk Management</td>
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<tr>
<td>SOP-CLN-0504:</td>
<td>Serious Adverse Event Collection and Reporting</td>
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These procedures are followed meticulously and are reflected in the package submitted to the FDA for drug product approval.

Revance is awaiting a site inspection and a decision from the FDA on DaxibotulinumtoxinA for Injection, which if approved, would be our first approved product.

As of October of 2020, the company has had no Voluntary Action Indicated (VAI) or Official Action Indicated (OAI).
We insist on high product quality and safety at every level.

Revance has an Approved Supplier List maintained by the Quality Assurance Department. Vendors are selected based on their ability to meet specified technical, quality, and regulatory requirements.

For our primary drug product candidate, DaxibotulinumtoxinA for Injection, there are a limited number of suppliers for the raw materials. In time, we may need to assess alternate suppliers to prevent a possible disruption of the manufacture of the materials necessary to produce our product candidates for our clinical trials and, if approved, ultimately for commercial sale. In particular, we outsource the manufacture of bulk peptide through our agreement with Bachem Americas, Inc, which provides for the development, manufacture and supply of peptide in accordance with certain specifications. Bachem is a publicly traded company and has disclosed its own ESG related information.

To limit risk exposure, we avoid adding new direct-materials suppliers and add them only when there is a clear business case, such as a new technology or new capability or capacity needs. When we do add suppliers, we follow a rigorous process that includes extensive due diligence.
We purchase all supplies and materials in accordance with Revance Corporate Purchasing policy.

Assessment of vendors is covered under Standard Operating Protocol (SOP)_QA_0034. Once audited and assessed by QA, vendors are given a classification of High, Medium or Low risk.

Vendors are monitored based on the risk levels.

Vendors may require a status change based on a reassessment or for cause audit, which may be the outcome of:

1. A recurrence of nonconforming materials or improper investigation of discrepant test results or significant deviations.
2. Poor inspection result from regulatory authorities.
3. Other significant quality-related issues.
4. A vendor is reclassified to Restricted level under such circumstances, unless the vendor can successfully mitigate the issues.
Leading With Business Ethics and Compliance
Revance is committed to conducting its business with the highest degrees of integrity, professionalism, and social responsibility.

To date, the company has reported no monetary losses as a result of legal proceedings associated with corruption and bribery.

Our interactions with health-care professionals are governed by external laws, regulations, and industry codes, as well as our internal policies and procedures as detailed within our Employee Handbook, Code of Business Conduct and Ethics, Procurement Policy, and Comprehensive Compliance Program.

Revance provides regular training to all field representatives to ensure they understand the boundaries of ethical interactions with health-care professionals. Further, regular training highlights the procedures that are in place for how employees are to seek guidance before engaging in any interaction about which they have questions. Every employee is required to complete annual online training regarding the Employee Handbook.

The Code of Business Conduct and Ethics is provided to each employee and is readily accessible throughout the organization. Additional training via our Comprehensive Compliance Program is provided to subgroups of employees, based on job function and may be administered online or in person.
OUR COMPREHENSIVE COMPLIANCE PROGRAM IS ROOTED IN FIVE CORE PRINCIPLES:

1 — COMPLIANCE WITH STATE LAWS:

Some states in the U.S. have enacted laws that impose obligations on pharmaceutical companies that are more restrictive than federal laws and industry standards. Revance is committed to complying with these additional state requirements that may restrict or prohibit certain activities or practices that otherwise would be permissible.

2 — PRESERVE THE RELATIONSHIP BETWEEN HEALTH CARE PROFESSIONALS AND PATIENTS:

Revance believes that patient care should not be improperly influenced by individuals or entities outside of the HCP/patient relationship. Therefore, our interactions with HCPs should be focused solely on informing HCPs about Revance products, providing scientific and educational information and supporting medical research and education. To ensure the purity and integrity of medical decisions, Revance does not offer or provide illegal inducements or rewards to HCPs or consumers.

3 — ENSURE PATIENT SAFETY:

Revance provides health-care professionals with educational programs and training related to Revance products to ensure HCPs are well informed about the profile of the company’s products. Further, Revance provides support to independent, third-party organizations, which provide important educational opportunities to HCPs. By committing to extensive training of HCPs, Revance furthers its commitment to ensuring the safe use of its products.

4 — PROTECT PATIENT PRIVACY:

Revance has established policies and procedures to avoid contact with confidential patient information. Additional privacy initiatives are underway. Additionally, we have well-established guidelines, as outlined in our Code of Business Conduct and Ethics and our Comprehensive Compliance Policy, which govern the appropriate handling of any confidential patient information that Revance representatives do come into contact with.
5 — ETHICAL PROMOTION:

To ensure promotion of Revance products is done in an ethical manner, all Revance sales and marketing representatives must demonstrate knowledge and understanding of all information in the product’s label. Sales representatives are expected to pass an examination and certify knowledge and compliance before they may engage on Revance’s behalf. Sales representatives must communicate only truthful, on-label information about the product and may not engage in promotion. We have well-established guidelines, as outlined in our Code of Business Conduct and Ethics and our Comprehensive Compliance Policy, which govern appropriate promotional activities. Revance’s Legal Department may track, monitor and audit promotional interactions with HCPs. Revance representatives who fail to comply with Revance’s guidelines for the ethical promotion of products are subject to disciplinary action up to and including termination. At this time, we have not experienced any field representative compliance issues.

As we go to market and interact with health-care professionals, we intend to be in compliance with State Health and Safety Code sections 119400-119402.
Revance is committed to fair and ethical business practices in the U.S. and abroad.

Specific policies in this regard may be found in our Employee Handbook, our Code of Business Conduct and Ethics, our Procurement Policy, and throughout our Comprehensive Compliance Program.

Revance representatives who fail to comply with such policies are subject to disciplinary action up to and including termination. In addition, Revance reserves the right to inform law enforcement officials of any potential illegal activities, as appropriate.
REVANCE HAS COMMITTED TO COMPLYING WITH ALL GOVERNMENT REGULATIONS AND INDUSTRY GUIDELINES, INCLUDING BUT NOT LIMITED TO:

**ANTI-KICKBACK STATUTE:**

Federal statute prohibits individuals or entities from knowingly and willfully offering, paying, soliciting or receiving value (monetary or non-monetary) to induce referrals of items or services covered by Medicare, Medicaid or any other federally funded program.

Violations can lead to fines, imprisonment or exclusion from selling products to federal and state health programs (i.e., loss of Medicare and/or Medicaid benefits).

**FALSE CLAIMS ACT:**

Federal and state law prohibiting the submission of “false” or “fraudulent” claims for payment to government programs, commercial insurers, and other health-care plans.

Violations can lead to fines, imprisonment or exclusion from selling products to federal and state health programs (i.e., loss of Medicare and/or Medicaid benefits).

**PHARMACEUTICAL RESEARCH AND MANUFACTURERS OF AMERICA (PHRMA):**

Codes and guidelines for biopharmaceutical research companies regarding ethical relationships and behavior.

**AMERICAN MEDICAL ASSOCIATION (AMA):**

Established guidelines for gifts to physicians from the industry and provides guidelines on industry subsidies for conferences, meetings, and continuing medical education courses, etc.

Our mandatory compliance training for all employees covers the Anti-Kickback Statute and False Claims Act. We have a Compliance Hotline that is monitored by the Compliance Officer and Senior VP of Human Resources. Employees are trained on the hotline at new-hire training, as well as provided regular reminders during annual compliance training.
As part of our commitment to ensuring best practices amongst our partners and suppliers, all service provider partners sign our Master Services Agreement, which contains a standard clause:

- **they shall perform all services and provide all deliverables in compliance with all applicable laws, rules, and regulations.**

Further, all potential business partners sign a Non-Disclosure Agreement, which contains language prohibiting insider trading.

In addition, all HCP advisors sign our Master Services Agreement for Healthcare Providers, which contains a standard clause representing and warranting that the advisor has not been debarred, sanctioned, indicted, excluded or convicted for violating U.S., EU or foreign equivalents programs, laws acts, etc.

Our Master Services Agreement for Healthcare Providers further contains a standard clause that states:

- **each party will comply with all applicable laws, ordinances, rules and regulations in the performance of such party’s obligation hereunder. In furtherance and not limitation of the foregoing, both parties agree to comply with the Federal Health Care Program Anti-Kickback Statute.**
Revance is committed to providing a workplace conducive to open discussion of our business practices and is committed to complying with the laws and regulations to which we are subject.

Accordingly, the company will not tolerate conduct that is in violation of such laws and regulations.

We take breach of company policies seriously and have a whistleblower policy posted on the website, which provides information and access to the program to report any irregularities directly to the Compliance Officer.
We are committed to complying with all laws and regulations to which we are subject as well as with Revance’s Comprehensive Compliance Program.

Each employee is encouraged to promptly report a good faith complaint regarding accounting, auditing, or ethical conduct matters in accordance with the provisions of our Whistleblower Policy and Code of Business Conduct and Ethics.

Further, any other third party, such as vendors, consumers, stockholders or competitors, may also report a good faith complaint regarding accounting or auditing matters.
At the time of our initial public offering in February of 2014, our focus was on biopharma drug development, and as such certain structures and policies were put in place to protect the company and its stakeholders to maintain a focus on moving our drug candidates through the clinical and regulatory process.

As we become a commercial entity, we understand the need to advance our position on environmental, social and governance (ESG) issues and align with the needs of an evolving stakeholder base.

Thus, ESG has ascended in importance with our Board of Directors. While the Nominating and Corporate Governance Committee has responsibility in overseeing ESG, we consider the larger ESG issue the responsibility of the full Board, headed by the Chairman, Angus Russell, an independent director.

This report is part of the company’s commitment to expanding its ESG focus, and we have added ESG reporting responsibilities to the investor relations job responsibilities and title.
In terms of corporate governance, the Board of Directors of Revance Therapeutics sets high standards for the company’s employees, officers, and directors. Implicit in this philosophy is the importance of sound corporate governance.

It is the duty of the Board of Directors to serve as a prudent fiduciary for shareholders and to oversee the management of the company’s business. To fulfill its responsibilities and to discharge its duty, the Board of Directors follows the procedures and standards that are set forth in the Corporate Governance Guidelines.

These guidelines are subject to modification from time to time as the Board of Directors deems appropriate in the best interests of the company or as required by applicable laws and regulations.

On our website, we post the charters for the five committees, along with other critical codes and guidelines:

**BRAND STRATEGY COMMITTEE CHARTER**

**AUDIT COMMITTEE CHARTER**

**COMPENSATION COMMITTEE CHARTER**

**NOMINATING AND CORPORATE GOVERNANCE COMMITTEE**

**SCIENCE & TECHNOLOGY COMMITTEE CHARTER**

**CODE OF CONDUCT & ETHICS**

**CORPORATE GOVERNANCE GUIDELINES**

**WHISTLEBLOWER POLICY**

Information on our company’s standing committees can also be found in our company’s [2019 Proxy Statement](#).
That process was completed in 2018. More recently, the company has focused on board composition with regards to diversity. In 2019, the Board added an additional woman to the Board and now meets the requirements in California to have at least two women on the Board of Directors. The Revance Board is currently made up of nine members: seven men and two women. We recognize the need for more diversity.

Over the last six years, since the IPO, Revance has sought to move its board composition from mainly venture capital investors to experienced executives with industry and/or strong commercialization backgrounds.

JILL BERAUD
Board Member
Chair, Brand Committee
The Nominating and Governance Committee is in the process of reviewing Board size and recently addressed director tenure through a director tenure policy approved at the October 2020 Board meeting, with a goal of evolving the membership, keeping fresh perspectives within the ranks and allowing for transition to a more diverse ethnic makeup of the Board.

The Board does not believe it should limit the number of terms for which an individual may serve as a director. Directors who have served on the Board for an extended period of time provide continuity and valuable insight into the company, our operations and prospects based on their experience with, and understanding of, our history, policies and objectives. However, directors reaching 12 years of service, a “12-year director,” even if their current elected term has not ended, will be evaluated by the full Board with the expectation of stepping down. In certain circumstances, a majority vote of the independent directors can be used to extend the service of a 12-year director. If a 12-year director’s term is extended, they will be evaluated annually with the expectation they will step down unless a majority vote of independent directors extends them for another year. Board members that step down will continue to provide service until a suitable replacement is found by the Nominating and Governance Committee and fully ratified by full Board of Directors Committee.

All committee compositions can be found on the website and in the proxy.
At the time of Revance’s Initial Public Offering (IPO) in 2014, we set up a classified board structure. Of the 334 companies that have IPOed since 2014, 78% have a classified board. We believe a classified board strengthens the focus and dedication to the company’s long-term strategy.

With the current staggered election cycle, one-third of the Board is up for election every year.

The Nominating Governance Committee and the Compensation Committee, in conjunction with the Board, annually reviews director pay and subcommittee activities using our peer-group companies and market data provided by an independent Board compensation consultant. The following are discussed and reviewed annually by the Compensation Committee:

- **Adoption of a rigorous process for selecting peer companies to manage risk of escalating pay**
- **Ensure the compensation is compared against appropriate peers to confirm total compensation is in a reasonable range**
- **Document the process at both Committee and Board level**
- **Ensure the analysis is performed by an independent consultant**
- **Enhanced disclosure in the annual proxy statement that provides a brief discussion of the basis for director compensation decisions**

At the time of Revance’s Initial Public Offering (IPO) in 2014, we set up a classified board structure. Of the 334 companies that have IPOed since 2014, 78% have a classified board. We believe a classified board strengthens the focus and dedication to the company’s long-term strategy.
Revance cybersecurity is focused on leveraging next-generation security solutions to adapt to and address the current and future threats.

Authentication and access to Revance systems is centralized using Single Sign On and secured with multi-factor authentication (MFA).

Our cloud presence is further protected through an active security center, providing comprehensive protection and monitoring for Microsoft cloud-based products and includes authentication.

For our offices and internal servers, our network perimeter is protected using next-generation firewalls, with intrusion detection and security event monitoring.

All data is encrypted on the endpoints and on the servers. All endpoints and servers are protected using a full suite next-generation end point security software, which protect against breaches and zero-day threats.

We have policies and insurance to cover cybersecurity and the overall IT management and security. The audit committee oversees cybersecurity policies.

The company has not had any material cyber security lapses and no employee, HCP or patient information has been compromised.
**POLITICAL ACTION**

We periodically support the actions of industry associations, such as California Life Sciences Association and PhRMA, to further advocacy and pursuits on behalf of the biotechnology and biopharmaceutical sector.

We also periodically support positions of our exchange (NASDAQ) put forth to the Securities and Exchange Commission that would improve market/stock liquidity and trading transparency.

**SHAREHOLDER VOTING PROCESS**

Contact information for both Legal, Board, and Investor Relations are prominently listed on Revance’s website to provide direct access to appropriate parties (link).

We understand that proxy access, the ability to call special meetings and the ability to elect directors to the Board are topics of interest to stockholders and we will continue to assess the benefit to our stakeholders, in considering any changes to the voting process going forward.
Revance tax policy

Because Revance has not been a revenue-generating firm up until midyear 2020, we have a significant amount of net operating loss (NOLs).

**NOLS AS OF DECEMBER 31, 2019**

$734 MILLION in U.S. Federal NOLS

$398 MILLION in California State NOLS

$219 MILLION of NOLS in Other States
<table>
<thead>
<tr>
<th>SASB RULE</th>
<th>SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) FRAMEWORK</th>
<th>DISCLOSURE STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>HC-BP-210a.1</td>
<td>Discussion, by world region, of management process to ensuring quality and patient safety during clinical trials</td>
<td>P48: COMMITMENT TO RESPONSIBLE CLINICAL DEVELOPMENT</td>
</tr>
<tr>
<td>HC-BP-210a.1</td>
<td>Number of FDA-sponsored inspections related to clinical trial management and pharmacovigilence that resulted in: (1) Voluntary Action Indicated (VAI) (2) Official Action Indicated (OAI)</td>
<td>P48: COMMITMENT TO RESPONSIBLE CLINICAL DEVELOPMENT</td>
</tr>
<tr>
<td>HC-BP-210a.1</td>
<td>Total monetary losses as a result of legal proceedings associated with clinical trials in developing countries</td>
<td>P52: LEADING WITH BUSINESS ETHICS AND COMPLIANCE</td>
</tr>
<tr>
<td>HC-BP-210a.1</td>
<td>Description of actions and initiatives to promote access to health-care products for priority diseases and in priority countries as defined by the Access to Medicine Index</td>
<td>P44: CREATING ACCESS TO HEALTH CARE</td>
</tr>
<tr>
<td>HC-BP-210a.1</td>
<td>List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-210a.1</td>
<td>Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-210a.1</td>
<td>Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-210a.1</td>
<td>Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year</td>
<td>N/A</td>
</tr>
<tr>
<td>SASB RULE</td>
<td>SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) FRAMEWORK</td>
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</tr>
<tr>
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</tr>
<tr>
<td><strong>DRUG SAFETY &amp; SIDE EFFECTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HC-BP-250a.1</td>
<td>List of products listed in the Food and Drug Administration’s (FDA) MedWatch Safety Alerts for Human Medical Products database</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-250a.2</td>
<td>Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-250a.3</td>
<td>Number of recalls issued, total units recalled</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-250a.4</td>
<td>Total amount of product accepted for takeback, reuse, or disposal</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-250a.5</td>
<td>Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type3</td>
<td>P48: COMMITMENT TO RESPONSIBLE CLINICAL DEVELOPMENT</td>
</tr>
<tr>
<td><strong>COUNTERFEIT DRUGS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HC-BP-260a.1</td>
<td>Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-260a.2</td>
<td>Description of methods and technologies used to maintain traceability of products, discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-260a.2</td>
<td>Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products</td>
<td>N/A</td>
</tr>
<tr>
<td>SASB RULE</td>
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</tr>
<tr>
<td>HC-BP-250a.1</td>
<td>Total amount of monetary losses as a result of legal proceedings associated with false marketing claims, including what corrective actions may have been taken</td>
<td>N/A</td>
</tr>
<tr>
<td>HC-BP-250a.2</td>
<td>Description of code of ethics governing promotion of off-label use of products</td>
<td>P54: ETHICAL PROMOTION</td>
</tr>
<tr>
<td>HC-BP-330a.1</td>
<td>Discussion of talent recruitment and retention efforts for scientists and research and development personnel</td>
<td>P28: COMMITMENT TO TRAINING AND SUPPORTING OUR EMPLOYEES</td>
</tr>
<tr>
<td>HC-BP-330a.2</td>
<td>(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others</td>
<td>P28: COMMITMENT TO TRAINING AND SUPPORTING OUR EMPLOYEES</td>
</tr>
<tr>
<td>HC-BP-430a.1</td>
<td>Percentage of (1) entity’s facilities and (2) Tier I suppliers’ facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third party audit programs for integrity of supply chain and ingredients</td>
<td></td>
</tr>
</tbody>
</table>

**ETHICAL MARKETING**

**EMPLOYEE RECRUITMENT, DEVELOPMENT AND RETENTION**

**SUPPLY CHAIN MANAGEMENT**
<table>
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</thead>
<tbody>
<tr>
<td>HC-BP-510a.1</td>
<td>Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery</td>
<td>P52: LEADING WITH BUSINESS ETHICS AND COMPLIANCE</td>
</tr>
<tr>
<td>HC-BP-510a.2</td>
<td>Description of code of ethics governing interactions with healthcare professionals</td>
<td>P53: LEADING WITH BUSINESS ETHICS AND COMPLIANCE</td>
</tr>
<tr>
<td>HC-BP-000.A</td>
<td>Number of patients treated</td>
<td>A TOTAL OF 3,842 SUBJECTS HAVE BEEN TREATED WITH DAXIBOTULINUMTOXINA FOR INJECTION AS OF OCT 2020</td>
</tr>
<tr>
<td>HC-BP-000.B</td>
<td>Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)</td>
<td>P45: PRODUCT AND PATIENT SAFETY PIPELINE AND 10K DISCLOSURE</td>
</tr>
</tbody>
</table>
FORWARD-LOOKING STATEMENTS

Any statements in this report that are not statements of historical fact constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. You should not rely upon forward-looking statements as predictions of future events. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee that the future results, levels of activity, performance, events, circumstances, or achievements reflected in the forward-looking statements will ever be achieved or occur.

Forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from our expectations. These risks and uncertainties relate to a variety of economic, competitive, commercial, social, regulatory and operational factors. Detailed information regarding factors that may cause actual results to differ materially from the results expressed or implied by statements in this report may be found in our periodic filings with the Securities and Exchange Commission (SEC), including factors described in the section entitled “Risks Factors” on our Form 10-Q filed with the SEC on November 9, 2020. The forward-looking statements in this report speak only as of the date hereof. We disclaim any obligation to update these forward-looking statements.

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