The images on the cover of the 2006 SC Johnson Public Report represent the four key platforms in which SC Johnson practices sustainable development. Each focuses on an area where we believe we can make the biggest impact on quality of life, economic progress, our product mix and the planet. These are: **Using Earth-Responsible Raw Materials**, **Advancing Social Progress and Public Health**, **Preventing Insect-Borne Diseases** and **Reducing Energy Consumption and Greenhouse Gas Emissions**. Inside, you will find numerous examples of our work in these important areas.
As Leaders, We Must 

Stand Up

When SC Johnson received the Ron Brown Award for Corporate Leadership at the White House in January, it was one of this family company’s proudest moments.

Our commitment to the community was built on a foundation laid more than a century ago by the founder of this company — my great, great grandfather. And we have never wavered from his commitment. It is not simply something we do — it is who we are, and what we are about.

Yet progress can be controversial. The Ron Brown Award honored our Greenlist™ process, which has transformed the way we select and use raw materials in the billions of consumer products we sell around the world. But it was not a popular idea at first.

I remember vividly the conversations we had. Developing a formal raw-materials rating process seemed like an incredibly monumental and complicated task, given that we had literally tens of thousands of raw materials and components, plus hundreds of different ways we could classify them.

Many might have let Greenlist™ remain a concept rather than a reality. But a small team of dedicated SC Johnson scientists was undaunted. They took a gargantuan task and turned it into a functioning, computerized, sustainable process and program. They stood up — because they believed it was important. And their work is enabling SC Johnson to make the world a better place.
Standing up to challenges is not new to SC Johnson. When my dad decided to voluntarily and unilaterally stop using CFCs three years before the U.S. ban, he was questioned and derided inside the company and within the industry. Yet doing what was right for the planet turned out to be right for the company, too.

When we began working with pyrethrum farmers in Kenya years ago to stabilize the supply and improve quality of life for the farmers, this type of “base of the pyramid” strategy had not yet even been named. Yet we knew it was important. And our base of the pyramid work continues today with exciting new initiatives.

I had occasion to stand up on another issue this past year. As plans began to build two pulverized coal plants in Southeastern Wisconsin – plants that will emit more than 20 thousand tons of pollutants yearly and potentially harm fish and other aquatic life – SC Johnson joined citizens, civic groups and environmental organizations in opposition to the plans.

The Wisconsin Supreme Court cleared the way for construction to begin, but I did not want the dialogue to stop. So, in a letter that appeared in various newspapers across the state, I called upon Wisconsin’s Governor to improve the state’s energy regulatory process and ensure Wisconsin’s residents benefit from cheaper, cleaner and safer energy sources.

Progress requires responsible leadership, and leadership drives responsible progress. This belief has been a core value of SC Johnson for more than a century. It enables our successes today and is our greatest legacy for the future. Because winning is not just about performance and success; it is also about doing what’s right – right for the planet, right for people, right for the next generation.

Like every business leader, I want SC Johnson to be healthy and growing. But as a parent, I also intend to pass along a business that respects the Earth, contributes to its communities and offers a great workplace for its people. I believe these accomplishments go hand-in-hand. They always have and always will.

I am proud of the 12,000 people of SC Johnson who stand up and make this vision a reality every day. It is their commitment to doing what’s right that defines this company and makes me so confident about our future.

“Winning is not just about performance and success; it is also about doing what’s right – right for the planet, right for people, right for the next generation.”

– Fisk Johnson, receiving the Ron Brown Award at a White House ceremony on January 5, 2006

H. Fisk Johnson
Chairman and CEO
What’s Inside

Executive Summary

This 2006 SC Johnson Public Report is our summary of SC Johnson’s commitment to, and progress against, our sustainable development objectives. The stories and data it contains highlight our many, continuous efforts to drive global development and growth that benefit the people around us and the planet we all share.

In This Book

Following are the key sections of the 2006 SC Johnson Public Report, and the content you will find inside.

A Family Company, Doing What’s Right – This year, SC Johnson marks its 120th anniversary as a leading consumer products company that helps improve quality of life for families across the globe. This fifth-generation family company employs 12,000 people, has estimated annual sales of more than $6.5 billion, operates in more than 70 countries worldwide and markets hundreds of leading products in more than 110 countries. SC Johnson has an enduring legacy of doing what’s right – by developing innovative and quality products, leading environmental responsibility and advancing social equity and health.

All data provided in this report is in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines except for financial and production data, which is business confidential and considered proprietary by this family enterprise. – Dr. H. Fisk Johnson, Chairman and CEO – S. C. Johnson & Son, Inc.
Using Earth-Responsible Raw Materials – SC Johnson’s Greenlist™ has transformed the way we select and use raw materials in the literally billions of consumer products we sell around the globe. We’re now two years ahead of schedule in improving year-on-year the rating of our raw materials that are “better” or “best” for the environment. And, we’ve patented the Greenlist™ classification process and we will continue to share the learnings.

Advancing Social Progress and Public Health – SC Johnson continues helping to develop and promote the Base of the Pyramid Protocol™, this year sponsoring interns who tested the protocol in Africa and continuing base of the pyramid work toward sustainable pyrethrum production in Kenya. In addition, over the past decade we have given back more than $164 million globally to efforts that improve quality of life, along with thousands of hours of help from employee volunteers.

Preventing Insect-Borne Diseases – As the world’s leading marketer of household insect control products, SC Johnson targets a key public health issue – insect-borne diseases. With innovative products, educational outreach and contributions where they are needed most, the company is working to protect families around the world. In 2005, focused efforts continued in Ghana, South Africa, the Philippines, Southeast Asia, the U.S. Gulf Coast and more.

Reducing Energy Consumption and Greenhouse Gas Emissions – In 2005, SC Johnson fired up the second of two cogeneration turbines that now produce the daily base load of electricity for the entire site of our largest manufacturing facility worldwide. Through this and other initiatives, this year the company substantially exceeded our voluntary greenhouse gas reduction goals set through the Climate Leaders program with the U.S. Environmental Protection Agency.

Being a Great Place to Work – This year, for the second consecutive year, SC Johnson ranked among the Top 10 of FORTUNE magazine’s 100 Best Companies to Work For in America, marking our sixth time on the list. Many of our subsidiary companies were recognized as “Best” workplaces in their respective countries, too. Noted for flexibility, recruiting and retention of working parents, this year SC Johnson also was one of the first inductees into Working Mother magazine’s Hall of Fame.

In addition, on pages 46 and 47 of this book, you will find a Quick Reference section that summarizes key metrics discussed within this report.
Throughout five generations of family leadership, SC Johnson has made life cleaner, easier and healthier — with innovative and quality products, environmental responsibility and a commitment to advancing social progress. At the end of the day, it's about doing what's right.

**Yesterday, Today, Tomorrow**
SC Johnson was founded in 1886 by Samuel Curtis Johnson as a parquet flooring company. Today it is one of the world’s leading manufacturers of household cleaning products and products for home storage, air care, personal care and pest control, and is led by the great-great-grandson of the founder.

Headquartered in the United States, SC Johnson employs about 12,000 people globally and generates more than $6.5 billion in sales. The company sells products in more than 110 countries, helping make consumers’ lives cleaner, easier and healthier.

We operate in more than 70 countries and have manufacturing operations in more than 20 countries including Argentina, Canada, China, The Netherlands, Mexico, the United Kingdom and the United States.
In all these locations, we are committed to operating as responsibly as possible – reducing air emissions, water effluents and solid waste as a ratio to product, decreasing use of fossil fuel energies and limiting greenhouse gas emissions.

**We Do What’s Right**

From removing chlorofluorocarbons from all our aerosols in 1975 to helping test the Base of the Pyramid Protocol™ in 2005, SC Johnson has a long legacy of acting on its commitment to do what’s right. We believe that prosperity and responsibility can coexist – and that our success enables us to add value and serve the greater good.

And, we believe in sharing what we do and providing examples to other organizations. As a result, during the 2006 World Economic Forum in Davos, Switzerland, SC Johnson launched www.dowhatsright.com – a new resource to educate about adding value and serving the greater good simultaneously.

“SC Johnson has always been proactive in sharing our experiences and driving dialogue about environmental and product stewardship efforts,” says Fisk Johnson, Chairman and CEO. The web site is a natural extension of this ongoing commitment to foster awareness and understanding of our work in these important areas. The site’s name reflects SC Johnson’s belief that a multinational organization can do what’s right and win responsibly in a competitive marketplace.
Celebrating a Year of Milestones

This year, SC Johnson celebrates 120 years since its founding as a parquet flooring company by Samuel Curtis Johnson. For 12 decades, we have built a legacy of leadership from innovative products, to exceptional corporate responsibility, to generous employee benefits.

In addition, 2006 marks the 50-year anniversaries of two of SC Johnson’s flagship brands: Raid® insecticides and Glade® air care products. Throughout five decades, both brands have transformed the categories in which they compete, bringing to market innovations such as continuous action electric insect repellents, the first electric air freshener and the first household product to eliminate odors by killing bacteria in the air.

SC Johnson also has been honored for excellence and commitment in environmental and social responsibility. Here are a few highlights:

Ron Brown Award for Corporate Leadership
SC Johnson received this U.S. Presidential award for deep commitment to innovative programs that are right for business, people and communities. We were recognized for our Greenlist™ process, through which we continue to lead the way with responsible raw material choices. Turn to page 16 to learn more about the Greenlist™ process.

Manufacturing Excellence in The Netherlands
SC Johnson’s Europlant manufacturing facility in Mijdrecht, The Netherlands, was awarded second prize in the 2005 Utrecht Provincial Milieuprijs competition, which recognizes companies that make a positive contribution to the environment. Europlant was recognized for its environmental plan that seeks to reduce waste and save energy.

Social Responsibility Recognition in Mexico
For the sixth consecutive year, SC Johnson Mexico received the Socially Responsible Enterprise Award from the Mexican Center for Philanthropy – Centro Mexicano para la Filantropia (CEMEFI). It recognizes companies that base their vision and social commitment on policies and programs that benefit business and have a positive impact.
on the community. Turn to page 22 for other examples of SC Johnson's social responsibility in action.

**Climate Leadership**
The U.S. Environmental Protection Agency cited SC Johnson among the first corporations to achieve voluntary greenhouse gas reduction goals set through its Climate Leaders program. Since joining the program as a charter partner in 2002 – the first consumer products company to do so – SC Johnson has reduced U.S. greenhouse gas emissions by 23 percent per pound of product, making it one of only four companies and one government organization to achieve its 2005 goals. Turn to page 38 to learn more about SC Johnson’s emission reductions.

**A “Best Place to Work”**
In addition, SC Johnson is widely recognized as an employer of choice at our workplaces around the world.

The company was again listed among the Top 10 of the “100 Best Places to Work For in America,” according to FORTUNE magazine – our sixth appearance on the prestigious list. SC Johnson also was named a Great Place to Work in Argentina, Canada, Chile, France, Germany, Italy, Mexico and Venezuela. Turn to page 42 to learn more about what makes SC Johnson a great place to work.

**A Leader in Diversity**
SC Johnson also was named a Top 10 company for Working Mothers for the third consecutive year, and inaugurated into Working Mother magazine’s “Hall of Fame” for those recognized for 15 years or more.

In addition, for the second year in a row, SC Johnson ranked among the best for diversity on DiversityInc’s list of Top 50 Companies for Diversity. We also were named on DiversityInc’s 2006 list of Top Companies for People with Disabilities, ranking number 10.

SC Johnson earned a perfect score on the Human Rights Campaign Foundation Corporate Equality Index for the third year in a row, and was among Hispanic Magazine’s Corporate 100, its list of leading companies for Hispanic employees.
Numerous innovative products from SC Johnson enjoyed the spotlight this year. Here are just a few examples:

- OFF! Deep Woods® Towelettes and Scrubbing Bubbles® Automatic Shower Cleaner were named “Outstanding Products” by the iParenting Media’s Award Program.
- Skintimate® Raspberry Rain® Shave Gel gained CosmoGIRL! Magazine’s “Kiss of Approval.”
- SC Johnson received a Stevie Award for Best New Product for its Glade® Wisp® home fragrancer, the first continuous action air freshener that offers consumers consistent fragrancing.
- Another new product, Oust® Odor Eliminator, won the Product of the Year Award in the United Kingdom and Italy. This long-running awards program recognizes innovative products.
- In the Philippines, Mr. Muscle® cleaners won the 2005 National Award for Best Home Cleaning Solution from the country’s National Product Quality Excellence Awards and the National Council for Product and Service Quality. The award is based on consumer feedback and in-store surveys.

Making Consumers’ Lives Better with Leading Brands

SC Johnson sells thousands of products every day to consumers around the world, and we are the global leader in the majority of the categories in which we do business.

Our product mix continually evolves to bring value to our consumers. More than 200 new products were launched around the world in the 2004/05 fiscal year, and all aim to help make consumers’ lives cleaner, easier and healthier.

Pest Control – Our Raid®, Baygon®, OFF!, Autan® and other pest control brands bring innovation and convenience to consumers around the world and most importantly, vital public health assistance. The World Health Organization estimates there are as many as 50 million cases of dengue infection worldwide every year, and malaria accounts for more than 300 million illnesses and at least one million deaths annually. Both diseases are spread by mosquitoes, and the best protection is repellents. Turn to page 32 to learn how we are educating about this important public health matter. Plus, other SC Johnson products protect consumers from disease and irritation related to cockroaches, flies, bees, ticks, moths and other insects.

Home Cleaning – Our household cleaning brands, including Mr. Muscle®, Pledge®, Pronto®, Toilet Duck®, Scrubbing Bubbles®, Windex®, Drano®, Vanish®, Crew®, fantastik® and Shout®, likewise provide significant consumer value. For example, new Pledge® Dusters help eliminate the dust that can trigger allergic reactions, while our Fresh Brush™ toilet brush uses a flushable, biodegradable cleaning pad that provides high-level cleaning without a germly mess.

1Toilet Duck is a trademark of Düring AG and used under license.
**Home Storage** – The value of Ziploc® brand bags and containers and Saran™ plastic wrap comes in the public health benefits of food protection. Our new Ziploc® brand Double Zipper bags offer our tightest seal ever to keep food fresh until it’s ready to be eaten. And that’s not to mention the many other ways that the Ziploc® brand helps protect non-food items, with everything from our small Snack bags to giant Ziploc® brand Big Bags that can be used to store and protect everything from camping gear to clothing.

**Air Care** – From aerosols, to candles, to PlugIns® air fresheners, to our newly designed Wisp® continuous action air freshener, SC Johnson’s Glade®, Brise® and Oust® brands bring a wide range of air freshening to consumers at various economic levels. Oust® air sanitizer is the first-ever household air sanitizer that kills odor-causing bacteria in the air.

**Personal Care** – In North America, SC Johnson also is a leader in the personal care business. With its Edge® and Skintimate® brands, the company offers consumers a close, comfortable shave as well as various skin care benefits.

**Committed to Product Safety**

SC Johnson upholds a world-class safety policy, along with strategic action and education partnerships that help us ensure continuously improving products and safer products. All of our products are extensively evaluated for safety and toxicity, and comply with – and often exceed – local country quality and safety regulations.

The company publishes Material Safety Data Sheets for some products online, making them easily accessible to partners and stakeholders. For an example, view our U.S. MSDS sheets at www.scjohnson.com

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At SC Johnson, we believe innovation drives success. We pursue what we call “Product Plus” — a meaningful, consumer-relevant advantage over what is in the marketplace. Here’s just one example...

**New Scrubbing Bubbles® Automatic Shower Cleaner** is a breakthrough cleaning system from SC Johnson that cleans the shower with the touch of a button. Thanks to a power sprayer that turns 360-degrees, Scrubbing Bubbles® Automatic Shower Cleaner sprays cleaning solution on all shower walls and tub — automatically. And it has a new patented formula that attacks mold and mildew stains, and dissolves soap scum.

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See recent SC Johnson TV ads in our online Public Report at www.scjohnson.com
And Managing All We Do with Sustainability in Mind

From the Chairman and CEO's office to the manufacturing line, the people of SC Johnson at all levels have an impact on the sustainability of our business, our communities, our products and our planet.

More than 130 SC Johnson employees are focused on environment, safety and health around the world – but all 12,000 employees contribute to fulfilling SC Johnson's commitment to sustainable development principles.

Throughout this book, you'll hear from many of these individuals, sharing their own personal commitment and actions. As an example, in the sidebar at the right, an employee from Argentina talks about a local volunteerism effort and the impact it had. Others share their stories related to environmental initiatives, educating about insect-borne diseases and more. Plus, you can learn more and see employees sharing their stories on video by visiting our online Public Report at www.scjohnson.com

Scott Johnson, Vice President, Global Environmental and Safety Actions

"I work with a group of people to help those living in very poor areas create new business opportunities for themselves and the community."

Scott Johnson took a team of people to a very poor community in Kenya, where the people literally had nothing. We didn't go with a handout. We went to form a partnership in the community, where we taught skills and helped people discover their own real value. And in their community leads to sustainable ability in business — business that lasts and grows for generations."

Scott Johnson applies world knowledge

"I work with a group of people to help those living in very poor areas create new business opportunities for themselves and the community."

"I work with a group of people to help those living in very poor areas create new business opportunities for themselves and the community."

Chaitali DasGupta, Consulting Engineer, Manufacturing Operations – North America

"I come up with innovative ways to reduce energy use and grows for generations."

"I come up with innovative ways to reduce energy use and grows for generations."

Maude Christian Meier, Senior Research Scientist, Insect Control RD&E

"You keeping people healthy in Tahle, Ghana..."

"You keeping people healthy in Tahle, Ghana..."

Chairman and CEO
Our Sustainability Strategies

**Environmental** – in 2005, SC Johnson completed its most recent environmental strategy, surpassing all the goals set for our five largest factories. Two additional top factories joined the drive and also met these goals. The objectives included:

- Phase out 100 percent of chlorine-based external packaging such as bleached paperboard containers or bottles made of polyvinyl chloride (PVC). **Accomplished in 2002.**

- Increase annually the use of **Greenlist™** materials, meaning those raw materials that are environmentally preferred according to our category-specific criteria. **Accomplished annually 2002-2005.**

- Develop or apply sustainable development principles to business development programs for one or more business categories. **We continue to accomplish this goal – turn to page 32 for an example.**

- Achieve a 15 percent improvement versus 2000 in combined air emissions, water effluents and solid waste as a ratio to production. **Accomplished in 2003.**

- Achieve a 10 percent decrease versus our year 2000 baseline in the use of fossil fuel energies – such as oil, coal or natural gas – in our top five factories. **Accomplished in 2003 in seven of our top factories – turn to page 38 to learn about the second “green energy” turbine SC Johnson launched last fall.**

- Establish a year 2000 baseline of greenhouse gas emissions for our top five factories, and use innovative approaches to reduce emissions by 5 percent annually. **Accomplished four out of five years in our top seven factories.**

**Economic** – our goal is to be the best at meeting emerging consumer needs to make consumers’ lives easier, cleaner and healthier. In addition, we contribute to the economies of our host communities around the world by providing local employment and partnering with local organizations to create growth and opportunity.

Among the economic objectives articulated in *This We Believe* is a commitment to ensuring new investment fits constructively into the economic

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**Daniel Lucarella builds better communities**

Daniel Lucarella, HR Director
Southern Cone Cluster

“I was part of a group that helped the people of La Telesita, Argentina, open a pasta factory.

“SC Johnson is committed to each community in which we operate. Part of that commitment is shown through the company’s social responsibility program that sponsors, promotes and develops different community-based actions. In La Telesita, SC Johnson employees helped the local community open a pasta factory. The factory allows 18 youngsters with different abilities to participate in a productive enterprise, making hand-made pasta to be sold.

“This is just one example of the many undertakings to which SC Johnson contributes, giving shape to a culture of responsibility toward the community. We believe that today’s compromise and work will help to build a better society tomorrow.”

SC Johnson Argentina’s social responsibility program is based on four primary pillars: **Education, Health, Social Welfare and Environment**, which are, in turn, integrated through corporate volunteerism activities.
development progress of each host country and local community, and to involving ourselves in social, cultural and educational projects that enhance the quality of life in our communities.

**Social** – our global Community Leadership Guidelines require that, at a minimum, each of our subsidiary companies around the world fulfill these objectives:

- Demonstrate senior management leadership in the community, through the General Manager holding at least one board-level membership with a major local community non-profit organization. We continue to accomplish this goal at a majority of our subsidiary companies around the world – turn to page 30.

- Increase local charitable giving to a target of 2 percent of pre-tax profits. On a worldwide basis, the company contributes 5 percent of pre-tax profits, and giving has grown by almost 50 percent since 1995 – turn to page 29.

- Promote and coordinate at least one significant employee volunteer effort in the community each year. Turn to page 30 to see examples from around the world.

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For a look at some of our sustainable development initiatives, visit the News Bureau section of www.dowhatsright.com

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The company, then known as Johnson’s Wax, introduced **Raid® House & Garden Bug Killer** in 1956. This aerosol-based insecticide was the first of many leading pest control products. That same year, intense innovation led to the launch of **Glade®** air fresheners, to be followed soon by **OFF!®** insect repellent and **Pledge®** furniture polish.

One of our latest pest control innovations, **Raid Earth Options™** kills bugs with plant-based active ingredients. This popular product responded to U.S. consumers’ call for such a product in this category.

The **Raid®** brand is helping improve public health globally through the development of a sustainable business model that helps prevent insect-borne diseases. SC Johnson’s Healthy Children, Healthy Homes program in South Africa influences public health by educating children about malaria prevention – and how to spread the word.
A Call to Action

In keeping with our commitment to sharing what we do and encouraging sustainable development action by others, this year SC Johnson has created a challenge grant related to corporate responsibility reporting.

For several years, SC Johnson has offset the carbon emissions associated with the printing and distribution of our Public Report through a contribution to Conservation International (CI). SC Johnson is a member of CI’s Climate, Community and Biodiversity Alliance, which works to ensure climate change solutions include measures to protect biodiversity and provide a means for local communities to support themselves economically.

This year, our offset contribution to CI, and their on-the-ground partner the Wildlife Conservation Society, will help protect more than a thousand acres of tropical rain forest in one of the most pristine yet threatened areas of Madagascar. Stopping the destruction of rain forests is a key element in preventing climate change, as global deforestation accounts for 20 percent of greenhouse gases released into the atmosphere.

And this year, we are going a step further than our contribution to CI. In addition, we are calling on other multinational corporations to take up our challenge and offset the emissions associated with the printing of their own corporate responsibility reports.

For each organization that chooses to meet our challenge, SC Johnson will make a matching contribution to CI, up to a total of $50,000. By doing so, we hope to encourage not just public reporting and transparency, but also taking responsibility for the impact that business decisions have on our planet. To participate in SC Johnson’s challenge grant with CI, please call Ben Vitale at (202) 912-1000.
Using Materials That Are Earth-Responsible

Through our Greenlist™ process and our participation in the EPA's Design for the Environment program, SC Johnson is continually improving our products and ensuring product decisions are made for the next generation – not just the next quarter.

Informed Choices for the Environment

In 2001, SC Johnson developed the Greenlist™ process to formalize the classification of raw materials used in our products according to the impact they have on the environment and human health. It provides ratings for more than 95 percent of the raw materials we use, including surfactants, solvents, propellants, insecticides and more.

Our goal when we started the Greenlist™ process was to increase year-on-year the percent of our raw materials that have the least impact on the environment or human health. We started at 12 percent in 2001 and today we are at more than 31 percent.

We have improved numerous products by using raw materials that are rated as “Better” or “Best” for the environment, to the tune of 388 million
pounds. That’s equal to the weight of all the people living in Chicago or Rome or Buenos Aires.

Today, the Greenlist™ process enables sustainable raw material choices by our scientists around the world, helping protect the planet and its people, while maintaining the high performance of our products.

In late 2005, SC Johnson received a U.S. patent, affirming that the Greenlist™ process is indeed an environmental classification process unlike any other. The patent also means others may use the Greenlist™ process with SC Johnson’s permission.

In January, it was the focus of the Ron Brown Award for Corporate Leadership, a U.S. Presidential honor presented to SC Johnson for its deep commitment to innovative programs that are right for business, people and communities.

How Greenlist™ Works
Through the Greenlist™ process, each raw material ingredient receives a rating from 3 to 0. An ingredient with a 3 rating is considered “Best,” 2 is “Better,” 1 is “Acceptable,” and 0-rated materials are used on a limited, approved basis. And we’re almost two years ahead of schedule on improving our overall score of 1.41.

When SC Johnson scientists create a new product or reformulation, they work to select raw materials rated “Better” or “Best.” When existing products are reformulated, the scientist must include ingredients that have ratings equal to or higher than the original formula.

While some raw materials with a 0 score are not restricted by government regulatory requirements, over the years SC Johnson has decided to limit their use. SC Johnson has chosen to replace these 0-rated materials with those that are more biodegradable and have a better environmental profile.

“We saw how SC Johnson could help our chemists make even better choices for the environment and how we could influence our suppliers to bring us raw materials that have an even better environmental rating.

“The process is called Greenlist™. It’s a method of increasing the company’s use of environmentally preferred raw materials in its products.

“With the Greenlist™ patent, we have the potential to extend the positive impact beyond SC Johnson to other companies that are working to protect the environment. SC Johnson is making a positive impact on the environment, and if Greenlist™ is adopted by other companies the impact can only be greater.”

SC Johnson received the Ron Brown Award for Corporate Leadership in recognition of the company’s long-standing commitment to the environment and accomplishments of its Greenlist™ program.

You can see Dave Long talking about his experience in a video by visiting our online Public Report at www.scjohnson.com

“Kudos to SC Johnson for making environmental performance a core principle of the company’s operating philosophy. From cutting waste, to using less harmful chemicals, to engaging its suppliers, SC Johnson is demonstrating the very kind of business philosophy that increasingly will become the hallmark of successful companies the world over.”

– William K. Reilly, founding partner, Aqua International Partners and former Administrator, U.S. EPA
**Total Greenlist™ Environmental Classification Score**

The charts below show the improvement of our Greenlist™ score from the 2000/01 baseline, in the categories we were tracking at that time.

**Baseline: 2000/01**

(kg of raw material by EC, 5 base categories)

- **8.9%** Better
- **4.9%** Best
- **17.0%** Restricted Use Materials
- **71.9%** Acceptable

**Results for 2004/05**

(kg of raw material by EC, 5 base categories)

- **15.9%** Better
- **3.6%** Best
- **3.3%** Restricted Use Materials
- **78.6%** Acceptable

The Greenlist™ process was designed to allow flexibility that contributes to improved choices not only inside SC Johnson, but also in our supply chain. This allows consideration of more sustainable resources, including renewable materials. It also recognizes the value of suppliers that demonstrate a higher level of environmental responsibility such as that confirmed by ISO 14001 certification.

**Rating Our Materials**

We have increased the amount of raw materials we track through Greenlist™ from 220 million kilograms in 2001/02 to nearly 620 million kilograms in 2004/05. Greenlist™ provides ratings for more than 95 percent of the raw materials SC Johnson uses, including:

- surfactants
- propellants
- resins
- preservatives
- fragrances
- non-woven fabrics
- solvents
- insecticides
- chelants
- waxes
- inorganic acids and bases
- packaging

Company scientists recently developed criteria for dyes, colorants and thickeners, and are working on additional categories. Each category of raw material is judged based on four to seven key criteria.

**And Now, 11 More Categories**

Since 2000/01, SC Johnson has added more categories to our Greenlist™ process—we now track 16 different types of raw materials. For all 16 categories, our 2004/05 Greenlist™ score has improved to an overall score of 1.41.

**Greenlist™ Baseline EC Score:**

2000/01 = 1.12 (out of a possible score of 3)

**EC Scores:**

- 2002/03 Actual = 1.26
- 2003/04 Actual = 1.24
- 2004/05 Goal = 1.31
- 2004/05 Actual = 1.41

**2004/05 – All Categories**

(kg of raw material by EC, 16 categories)

- **16.0%** Better
- **15.4%** Best
- **3.5%** Restricted Use Materials
- **65.1%** Acceptable
A Best Practice, Shared

The Greenlist™ process was created according to rigorous scientific best practice. SC Johnson enlisted the help of suppliers, university scientists, government agencies and non-government agencies to ensure the criteria used for ranking were meaningful, objective and valid.

And, we continue to validate and improve the process. Currently, the Green Chemistry Institute, a division of the American Chemical Society devoted to promoting and advancing green chemistry, is reviewing the Greenlist™ process for third-party validation.

In the meantime, SC Johnson continues to share the Greenlist™ process – and will grant use of the now-patented process – with select organizations. We have already shared it with the U.S. Environmental Protection Agency, Environment Canada, the Chinese EPA, industry associations, universities, corporations and others.

Equally important, SC Johnson has been able to use insights from the Greenlist™ process to partner with suppliers to identify and promote ingredients that are more environmentally sustainable. In fact, the company’s core fragrance houses now rate materials before giving them to SC Johnson.

Greenlist™ Results

Using the Greenlist™ process, SC Johnson continues to have a strong, positive impact on the footprint of our products. Here are a few examples:

- Reformulated Windex® glass cleaner – the leading glass cleaner in the market – and replaced a 0-rated solvent with a 3-rated solvent and unique cleaning-ingredient system. The new formula removed more than 1.8 million pounds of volatile organic compounds (VOCs) and gave Windex® glass cleaner 30 percent more cleaning power.
- Phased out chlorine-based external packaging worldwide, including bleached paperboard containers and bottles made of polyvinyl chloride (PVC).
- Eliminated more than 1.8 million kilograms of PVDC, or polyvinylidene chloride, by converting Saran™ Premium Wrap to low-density polyethylene.
- Reduced hydrocarbon propellant by 16 percent in one of the company’s key aerosol brands.
- Surpassed the California Air Resource Board’s requirement by using a non-VOC solvent in one of the company’s leading insect control brands.
- Replaced organophosphate insecticide actives in Raid® insecticide with “Better” and “Best” materials, making the product more environmentally responsible.

In keeping with the principles of sustainable development, not only have these improvements generated significant long-term value for consumers and the planet, they also have been economically viable enhancements.
“Companies can and should continue to look closely at making investments that are about doing what’s right for the business and the environment.”
– Fisk Johnson, Chairman and CEO

SC Johnson Uses Earth-Responsible Materials

Designing for the Environment

At SC Johnson, we believe sustainable development grows through transparency and by working and sharing with, and learning from, partners who have similar goals and objectives. That’s why in 2005, SC Johnson became the first major consumer packaged goods company to partner with the U.S. Environmental Protection Agency’s Design for the Environment program.

The program, one of the EPA’s premier partnership programs, promotes innovative products, technologies and practices that benefit human health and the environment. It works with individual companies and industry sectors to explore and improve the performance, risks and costs of existing and alternative products, processes and practices.

Through Design for the Environment, SC Johnson works with EPA chemists, environmental scientists and risk reduction staff to investigate materials that can further improve the health and environmental profiles of the company’s products.

Explains SC Johnson Chairman and CEO Fisk Johnson, “We are delighted to continue to partner with the EPA. Design for the Environment supports SC Johnson’s commitment to put the environment and human health

In 1955, SC Johnson introduced water-based aerosols, which reduced environmental impact while further improving safety and performance. With this, SC Johnson soon became recognized as an expert and an environmentally responsible formulator and manufacturer of aerosol products. It also paved the way for our removal of chlorofluorocarbon propellants three years ahead of the 1978 U.S. mandate.

SCJ has phased out 100 percent of chlorine-based external packaging, such as bleached paperboard containers and bottles made of polyvinyl chloride (PVC), a resin derived from chlorine. Also, Saran™ Premium Wrap is now chlorine-free. This formulation change represents the company’s commitment to use even more environmentally responsible ingredients in our products.

The recent patenting of the Greenlist™ process means it is an environmental classification process unlike any others in existence, truly a first of its kind and the property of SC Johnson. The company plans to license the Greenlist™ patent and trademark at no cost to companies committed to setting, tracking and reporting goals to reduce their environmental footprint.
at the center of product development and formulation. Companies can and should continue to look closely at making investments that are about doing what’s right for the business and the environment.”

**Recognition for SC Johnson Products**

As part of the Design for the Environment program, in November, the EPA designated two SC Johnson products – *Scrubbing Bubbles*® Trigger Bathroom Cleaner and *Shower Shine*® Daily Shower Cleaner by *Scrubbing Bubbles*® – as “partnership products,” acknowledging that each exemplify SC Johnson’s approach and commitment to offering products that have a more positive health and environmental profile.

Explains Dave Long, SC Johnson’s Sustainable Innovation Manager, “These two products from the *Scrubbing Bubbles*® brand were a great start for the partnership with the EPA. They are highly effective products, have very positive Greenlist™ scores and represent one of the company’s flagship brands. We are already working toward bringing other leading SC Johnson products into the partnership.”

The two products will have the option to display the Design for the Environment logo and the words, “Formulated in Partnership with the Design for the Environment Program.”

Charlie Auer, Director of the EPA’s Office of Pollution Prevention and Toxics, stated in the Memorandum of Understanding announcing SC Johnson’s participation, “SCJ and DfE are aligned in their ways of assessing and evaluating the potential health and environmental effects of consumer cleaning products, SCJ through its Greenlist™ process and DfE through its comparative ingredient assessments.”

“I make sure environmentally sound products reach the market.

“SC Johnson voluntarily takes actions to ensure our products are environmentally sound. We have a long-standing commitment to environmentally sound products, so when Europe began exploring new environmental legislation, SC Johnson was already leading the way – a great testament to our leadership and proactivity.

“We make ingredient information readily available to consumers on labels and a web site to offer the greatest level of information on our products. We are helping today’s consumers to make more informed choices about the products that they purchase. SC Johnson is a leader in researching and developing environmentally sound products benefiting us today and for future generations.”

Ingredient information for the cleaning product brands sold by SC Johnson in the European Union and Norway can be found on the SC Johnson product information web site: www.scjproducts.info

To learn more about the Greenlist™ process, visit SC Johnson’s web site www.dowhatsright.com
SC Johnson has long been committed to advancing social progress and public health. We seek out partnerships that drive positive social change, reach consumers who need and value quality products and services, and work to improve quality of life around the world through local community leadership, active volunteerism and charitable giving.

Creating Value in New Places

Today’s global economy includes four billion people at the lowest level of the world’s economic pyramid. SC Johnson is a leader among those companies that have begun developing business models that target these consumers. The result is economic value for the corporation — through new capabilities, sales and profit growth, and lasting value for the consumers – through products, services and other opportunities for a better quality of life. This is what’s known as “base of the pyramid strategy,” and it’s something SC Johnson has been doing for years.

In 2004, we took our base of the pyramid efforts to the next level, as a key supporter in the development and promotion of a formal Base of the
“For SC Johnson, sustainability is rooted in company culture and the values of the Johnson family and employees. From its inception, the company has been committed to improving the communities and individuals touched by its business. Its work in base of the pyramid markets is no less consistent with this ethos. I can think of few other companies that are setting a better example for the world to follow.”

– Stuart L. Hart, Samuel C. Johnson Chair of Sustainable Global Enterprise and Professor of Management at Cornell University’s Johnson Graduate School of Management

Pyramid Protocol™. The protocol is a collaborative venture between Cornell University, the University of North Carolina, the University of Michigan, The World Resources Institute and The Johnson Foundation. It is supported financially by SC Johnson, DuPont, Hewlett-Packard and Tetra Pak.

Following the protocol, which provides a step-by-step process, multinational corporations can identify and develop sustainable new products and businesses in partnership with base of the pyramid consumers. This results in lasting value that stems from a deep understanding of the consumers’ needs, perspectives and capabilities.

Like our partners in this effort, through the Base of the Pyramid Protocol™, SC Johnson aims to continue finding and implementing base of the pyramid opportunities to generate local development and wealth while creating new capabilities and markets for our business.

What is the “Base of the Pyramid”?  
The base of the pyramid, a concept coined by Stuart L. Hart and C.K. Prahalad, refers to the four billion people at the lowest economic level around the world. About one billion base of the pyramid consumers have a per capita income of less than one U.S. dollar a day.

PURCHASING POWER PARITY IN U.S. DOLLARS

<table>
<thead>
<tr>
<th>WEALTHY</th>
<th>POPULATION IN MILLIONS</th>
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<tr>
<td>&gt;$15,000</td>
<td>800</td>
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<tr>
<td>$1,500 - $15,000</td>
<td>1,500</td>
</tr>
<tr>
<td>&lt;$1,500</td>
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</table>

LOW-INCOME MARKETS (BASE OF THE PYRAMID)


“I work with a group of people to help those living in very poor areas create new business opportunities for themselves and the community.

“SC Johnson took a team of people to a very poor community in Kenya, where the people literally had nothing. We didn’t go with a handout. We went to form a partnership in the community, where we taught skills and helped people discover their own real value.

“Helping people build value in themselves and in their community leads to sustainability in business – business that lasts and grows for generations.”

SC Johnson has long supported the Base of the Pyramid Protocol™, which seeks to develop sustainable new products and businesses in partnership with base of the pyramid consumers.

You can see Scott Johnson talking about his experience in a video by visiting our online Public Report at www.scjohnson.com

The Base of the Pyramid Protocol™ is a trademark of Enterprise for a Sustainable World.
Testing the Protocol in the Field

In 2005, SC Johnson sponsored field testing of the Base of the Pyramid Protocol™ by funding interns from Cornell University, the University of North Carolina and the University of Michigan. A six-person team spent 11 weeks in Kenya, implementing the protocol and documenting its impact.

The team lived and worked alongside their hosts in Kenya, experiencing their daily lives as part of the immersion phase of the protocol. They also brought together business and local community groups for intensive business-generation workshops that explored how the stakeholders’ unique resources and strengths could be combined to bring value to all.

Justin DeKoszmovszky, an MBA graduate of Cornell University’s Johnson Graduate School of Management and a member of the intern team, shared this perspective on the field testing:

Having worked with and studied under Stu Hart [Samuel C. Johnson Chair of Sustainable Global Enterprise and Professor of Management at Cornell University’s Johnson Graduate School of Management] for a year, I knew about the Base of the Pyramid (BoP) Protocol™ and had become theoretically convinced of the profit opportunity and sustainability need for multinational companies to increase their involvement with poor consumers, the base of the pyramid.

Therefore, I was quick to apply to be part of the team to test this innovative business process, the BoP Protocol™, with SC Johnson Kenya. After months of team preparation, at the end of May I headed to the airport, newly minted antibodies coursing in my veins, and arrived in Nairobi as a member of the BoP Protocol™ Pilot Team.

We set about implementing the first phase of the Protocol and its three in-field tasks: i) immersion and engagement, ii) needs and assets identification and iii) idea generation and evaluation. Within a week of our arrival we had volunteered for a community clean-up in Kibera, Nairobi’s largest slum. Shoveling and raking plastic bags, bone, paper and other waste out of open sewers is not a regular business development activity, but our willingness to literally get down and dirty showed our commitment and was the start of forging an important and valuable relationship with the community.

During this exercise we met several youth group members, all living in various slums, who were part of Carolina for Kibera’s
SC Johnson is Improving Quality of Life | 25

“Taka Ni Pato” (“Trash is Cash”) program. The program had helped the groups set up trash collection, recycling and composting businesses in Kibera. Clients pay them for trash collection and the groups sort the waste for recyclables and compostables, both of which they can sell.

These groups would become crucial partners for our Protocol work, for SC Johnson and for the development of a new route to market that would deliver the benefits of SC Johnson’s insect control and other products directly to BoP consumers. And all this thanks to a sweaty meeting held over a rake, a shovel and an open sewer. This was not business as usual but it was powerful!

The next step was to deepen our understanding of the BoP communities with which we were partnering with a homestay, literally living with our BoP partners. I woke every morning with the sun to milk the family’s cow or, to be honest, to try to milk the cow. (By the end of the weeklong homestay, I was actually a semi-competent milker.)

Though comedic, milking a cow may not be relevant to SC Johnson’s potential BoP business but it was hugely important and informative. Putting ourselves in the humbling position of learning a non-business specific skill from our BoP counterparts was proof that we were there to listen and understand deeply and truly partner with them – not to extract from them, force one-off solutions or provide philanthropy.

The Protocol pilot culminated with an Idea Generation Workshop that brought together community members, NGO partners and SC Johnson Kenya to co-develop ideas for mutually valuable enterprises. The workshop started with identifying what everyone in the room, this new network of partners, considered to be a successful sustainable enterprise in this community.

“It was clear from the start that the Protocol was not business as usual. We were generating deeper, more holistic relationships and very new insights into a potential consumer group by learning from them, living with them and partnering with them. We were co-creating new business models and routes to market that met the requirements and challenges of business in the BoP.”

– Justin DeKoszmovszky, MBA Graduate of Cornell University’s Johnson Graduate School of Management and Base of the Pyramid Protocol™ Intern

The Base of the Pyramid Protocol™ is a trademark of Enterprise for a Sustainable World.
Once we had agreed upon a set of objectives and metrics, we identified the skills and resources in the community and amongst the partners in the room. With that, each group generated and refined new business ideas to meet the mutual objectives with the resources available. Several great ideas were generated but one in particular stood out, and that new enterprise and business model is being developed and piloted by SC Johnson in partnership with some of the groups we worked with in Kibera.

Before leaving Kenya, we had to ensure the viability and implementation of this new idea. We had to start ‘building the ecosystem,’ as the Protocol puts it, which meant solidifying the relationships between SC Johnson and the local groups with which it would partner, so that all could work together to develop this new mutually valuable enterprise.

It was clear from the start that the Protocol was not business as usual. We were generating deeper, more holistic relationships and very new insights into a potential consumer group by learning from them, living with them and partnering with them. We were co-creating new business models and routes to market that met the requirements and challenges of business in the BoP. It was crucial that the BoP enterprises created not be charity from any partner’s perspective. Rather, to be sustainable, the new initiative had to be valuable and profitable for everyone involved.

It was fantastic to be a part of something new, important and of massive potential on so many levels and I thank SC Johnson and the BoP Learning Lab at Cornell for the opportunity. It is clear now that only by immersion and engagement with the BoP, by innovating new business models and by creating new routes to market will we be able to use the power of SC Johnson and its products to improve the lives of those at the base of the pyramid. Simultaneously, of course, we’ll be growing SC Johnson’s developing markets presence, consumer base, sales and profits!

– Justin DeKoszmowszky, BoP Intern
SC Johnson is working to stabilize the supply of pyrethrum and increase pyrethrum farmers’ household incomes, through its partnership with the NGO KickStart, which develops new technologies and helps local entrepreneurs launch businesses.

**Strategy in Action**

SC Johnson continues to progress various projects that aim to improve social equity and promote public health. As an example, in Kenya, where 200,000 pyrethrum farmers each earn less than $1 per day while supporting more than a million people each year, SC Johnson has an ongoing program that targets the base of the pyramid.

Pyrethrum, or “py,” is Kenya’s fifth-largest export and an active ingredient used in pest control products like Raid® and Baygon® brand insecticides. Weather and other issues made the supply of py sporadic in the 1990s, meaning SCJ didn’t have a reliable source of the ingredient, and the farmers suffered as their income became unreliable.

SC Johnson is working to stabilize the supply of pyrethrum and increase pyrethrum farmers’ household incomes, through its partnership with the NGO KickStart, which develops new technologies and helps local entrepreneurs launch businesses.

**SC Johnson is Doing What’s Right for Social Progress and Public Health**

Since its establishment in 1959, the SC Johnson Fund, Inc. has contributed to the well-being of the communities where the company conducts business and where its employees and families live. Over the years, the SC Johnson Fund, Inc. has contributed tens of millions of dollars toward programs focused on education, health, social welfare and the environment.

From Turkey to Taiwan, the United Kingdom to the United States, SC Johnson companies around the world organize employee volunteer activities that bring positive local change and improve quality of life. In fact, company-sponsored volunteer activities occurred in nearly 45 of SC Johnson’s top 50 subsidiaries over the past year, including SC Johnson Australia, where more than 115 employees participated.

One of SC Johnson’s core values is, and always will be, contributing to the well-being of the communities where we conduct business and being a responsible leader in the world community. We will continue to support efforts that drive social progress, including our work at the base of the pyramid, initiatives targeting malaria prevention, and support for local growth and development.

To learn more about SC Johnson’s base of the pyramid efforts, visit our online Public Report at www.scjohnson.com
“SC Johnson’s commitment to KickStart, to the environment, and to the pyrethrum farmers has made a tremendous difference. The leadership at SC Johnson is constantly challenging us on ways to expand the program and its impacts. In our experience, SC Johnson’s long-term commitment to making positive social and environmental impacts using local and natural resources differentiates them from other multi-national companies.”

– Martin J. Fisher, Co-Founder and Executive Director of KickStart

SCJ has worked with the Pyrethrum Board of Kenya for three decades to help build capacity to stabilize our supply and bring more reliability to farmers. Several years ago, we brought further base of the pyramid strategy to the challenge, through a partnership with KickStart.

KickStart is a non-government organization that develops new technologies and works with local entrepreneurs to launch businesses with them. SCJ provided financing for KickStart to market to py farmers a simple water pump operated manually to provide groundwater to crops. Previously only about 12 percent of farmers irrigated, so this added capability can have a significant impact on crop yield.

As an added incentive to farmers – and to enable future economic value for SC Johnson – the company’s Kenya business supplies a can of Raid® or Baygon® insecticide with every pump sold. This establishes our brands in the minds of consumers who, thanks to the pump, will soon enter the middle class and have more disposable income. In addition, the Pyrethrum Board of Kenya supplies pyrethrum seeds with every pump sold. More than 10,000 farmers have now had an opportunity to learn about the pumps, hundreds have been sold and more given away through promotional activities. As a result of widespread use of the pumps, we anticipate py production per acre will increase, meaning SC Johnson can continue to use natural py rather than switching to a synthetic replacement.

At the same time, py farmers will see a boost in household income that will enable improved nutrition, health and education for their families.

Current efforts in South Africa and Ghana to educate about malaria similarly focus on creating value with base of the pyramid consumers. Turn to page 34 to learn more.
Philanthropy and Volunteerism

SC Johnson believes we have a responsibility to make the communities in which we live and work better because we are there. We have acted on this belief since the company was founded in 1886, and continue to make a difference through philanthropic and volunteer efforts.

The company supports its communities through significant financial contributions, providing 5 percent of pre-tax profits globally — nearly four times the average level of corporate giving. Our subsidiary companies contribute an average of approximately 2 percent of pre-tax profits in support of organizations that improve local and global quality of life. In addition, we make ourselves accountable for offering time and expertise to local communities.

Each of our subsidiary companies has the following objectives:

• Demonstrate senior management leadership in the community through the General Manager holding at least one board-level membership with a major local community nonprofit organization.

• Increase local charitable giving to a target of 2 percent of pre-tax profits.

• Promote and coordinate at least one significant employee volunteer effort in the community each year.

Worldwide Corporate Philanthropic Contributions

Dollars (U.S.) contributed in thousands (includes SC Johnson Fund, Inc.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars Contributed</th>
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<tbody>
<tr>
<td>1995</td>
<td>11,017</td>
</tr>
<tr>
<td>1996</td>
<td>11,511</td>
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<td>1997</td>
<td>12,611</td>
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<td>2003</td>
<td>18,420</td>
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<tr>
<td>2004</td>
<td>15,907</td>
</tr>
<tr>
<td>2005</td>
<td></td>
</tr>
</tbody>
</table>

Note: The unusually high numbers for 2003 and 2004 reflect significant special contributions made during those two years to organizations including the Cornell University Ornithology Lab, the Racine Art Museum, the Clean Air Task Force and Conservation International.

“I plan volunteer events and assist employees in identifying productive and creative volunteer opportunities.

“Volunteerism is part of being a good corporate citizen. It enhances community relations and helps communities become better places to live and work. It is a great honor for me to manage the giving back efforts of a company that supports the community in which they do business.

“Through volunteering, SC Johnson employees are affecting the lives of future generations in some very real ways. We are touching the lives of tomorrow’s leaders through our acts of volunteerism today.”

Over the past year, SC Johnson employee volunteers donated more than 5,500 hours of time to their communities.

Diana Farris makes an impact on social progress

Diana Farris, Manager, Administration and Volunteerism, Worldwide Community Leadership

Diana Farris manages the giving back efforts of a company that supports the community in which they do business. She plans volunteer events and assists employees in identifying productive and creative volunteer opportunities. She believes that volunteerism is part of being a good corporate citizen and that it helps communities become better places to live and work. She manages the giving back efforts of a company that supports the community in which they do business.

“I plan volunteer events and assist employees in identifying productive and creative volunteer opportunities.

“Volunteerism is part of being a good corporate citizen. It enhances community relations and helps communities become better places to live and work. It is a great honor for me to manage the giving back efforts of a company that supports the community in which they do business.

“Through volunteering, SC Johnson employees are affecting the lives of future generations in some very real ways. We are touching the lives of tomorrow’s leaders through our acts of volunteerism today.”

Over the past year, SC Johnson employee volunteers donated more than 5,500 hours of time to their communities.
Making a Healthy Community a Priority

Whether in the wake of a natural disaster, or simply addressing the day-to-day needs of those less fortunate, SC Johnson brings both people and product support to those in need. Here are just a few examples from the past year:

• Following the hurricanes that struck the U.S. Gulf Coast, SC Johnson made an immediate $100,000 donation to the American Red Cross through the SC Johnson Fund, Inc. Combined with employee monetary donations that were matched by the company, SC Johnson initiatives contributed more than $250,000 to help those in need. The company also sent more than 60,000 units of OFF!® insect repellent and 12,000 units of Scrubbing Bubbles® cleaner to relief agencies. In addition, employees personally donated more than 60 large bags of adult and children’s clothing, toiletries, toys and other items for babies, and bedding and other household goods for employees, retirees and their families who were greatly affected by hurricane Katrina.

• In the Philippines, SC Johnson achieved one million worker hours without a lost time accident. To celebrate this milestone, the company made a donation to the Burn and Trauma Unit of the Philippine General Hospital. The company also donated cases of Autan® insect repellent for distribution in various areas in need and to the Boy Scouts of the Philippines.

• Working with one of the oldest and best-regarded public libraries in Madrid, SC Johnson Spain used its new Pronto® Dusters to clean the library and provide books to children’s charities. Using the new dusters, employees cleaned the library, and for every gram of dust collected, several publishing houses committed themselves to donate a book. In the end, more than 10,000 books were donated to different organizations.
• SC Johnson Chile recently helped remodel a deteriorating sports complex, providing a place for people to meet and play sports. The company helped put a roof on the sports field and add lighting so it could again become a community meeting place.

• Last summer SC Johnson South Africa began renovating the Leutlwetse Pre-School and Haven, a preschool center for HIV/AIDS orphans. Employees extended and refurbished the existing building and volunteered “sweat equity” days to paint the classrooms and prepare soil for vegetable gardens. Meanwhile, SC Johnson collected clothing, food and toys for the children and some employees pledged donations from their monthly salary.

• In Korea, the company joined with the Korean Red Cross in a blood drive to help children with leukemia. Using the slogan “This summer instead of letting mosquitoes take your blood, donate it to children,” employees made blood donations together with members of the public, and delivered donation certificates to the sick children.

SC Johnson Fund, Inc. Grants
Through the SC Johnson Fund, Inc. the company contributes millions of dollars each year in the United States.

<table>
<thead>
<tr>
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<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
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<tr>
<td>Community Development</td>
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<td>Community Enrichment</td>
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<td>Education, Family and Youth</td>
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<td>$3,572,220</td>
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<td>United Way</td>
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<td>$988,630</td>
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<td>$1,064,536</td>
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<td>Total Grants and Contributions</td>
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<td>$9,533,251</td>
<td>$9,454,114</td>
<td>$9,929,368</td>
</tr>
</tbody>
</table>

SC Johnson supports its communities by getting involved in local efforts that will drive local progress. As an example, the company is committed to an initiative to extend commuter rail coverage from Chicago, which currently stops in Kenosha, Wisconsin, an additional 33 miles to the Milwaukee metropolitan area.

This new route, which is projected to carry more than a million passengers a year, would connect densely populated or rapidly developing communities and help drive regional economic development. It is estimated that 150,000 jobs are within a half mile of the new route’s proposed stations.

Plus, the new route brings environmental benefits by helping reduce the number of people required to commute by car, and provides easier access to vital services such as health care for those that do not have their own transportation. And, the extended commuter rail system would bring additional benefit to freight railroad infrastructure that already exists in the area.

SC Johnson has supported this important initiative through philanthropic contributions that funded early exploration of the concept, as well as hands-on support from a wide array of employees at the company’s headquarters in Racine, Wisconsin.
Working to Prevent

Insect-Borne Diseases

As the world’s leading marketer of insect control products, SC Johnson is targeting a key public health issue – insect-borne diseases – and working to protect consumers while creating sustainable business value for the company.

In Brief

- Developing innovative products that protect public health
- Educating families about malaria with our Healthy Children, Healthy Homes program in South Africa
- Promoting mosquito protection and donating products where they are needed most

www.scjohnson.com

A Critical Public Health Need

According to world health authorities, malaria today accounts for more than 300 million acute illnesses and at least one million deaths annually. In Africa, it accounts for one in five of all childhood deaths. Experts estimate there are as many as 50 million cases of dengue infection worldwide every year, and dengue hemorrhagic fever fatality rates can exceed 20 percent of those infected.

Yet these and other diseases can be greatly mitigated through protection from mosquito bites. That’s why one of SC Johnson’s key sustainable development platforms is building awareness of insect-borne diseases and helping to minimize them in key high-risk areas around the world.

The company owns and operates the world’s largest urban entomology research center, and is heavily investing in research to combat mosquitoes and insect-borne diseases.
“By committing to work shoulder-to-shoulder with rural health authorities to educate people about malaria, [SC Johnson is offering] an interesting model for development in the future. [This] is something few successful multinational corporations contemplate and still fewer successfully undertake. It is a mark of SC Johnson’s view of its role that it dreamed up this initiative. Fewer South Africans will suffer the ravages of malaria as a result.”

– Peter Willis, Southern African Director, University of Cambridge Programme for Industry

Protecting with Products
SC Johnson’s insect control innovations focus on continuously improving the performance of repellents, making them easier for consumers to use or apply, and for lower-income areas, driving down costs to make protection more affordable for consumers.

Here are some recent new products that are helping consumers stay safe:

**Raid® Liquid Electric** – a low-cost liquid electric heater and refills that out-perform mosquito coils but can be purchased at a similarly low price point. Raid® Liquid Electric is launching this year in numerous countries around the world.

**OFF! Deep Woods® Towelettes** – individually wrapped towelettes that offer convenient, easy application. This North American product is helpful for protection from mosquitoes that could carry West Nile Virus.

**Raid® Protector® for Flies** – the first electric mat in Brazil that protects against flies for up to six hours. This product can be used in any electric mat device and is perfect for kitchens and living rooms.

**Autan® Family After-Sun Insect Repellent** – an insect repellent that adds the extra benefit of an after-sun moisturizer. Launched in Italy, Germany and the United Kingdom, this new product is already a hit.

**Raid Earth Options™ Insecticide** – a plant-based, fast-acting insecticide for ant and roach, wasp and hornet, or flying insects. This new formula is being rolled out around the world, and is already in North America, Asia and the Americas.
Healthy Children, Healthy Homes in South Africa

Now in its second year, SC Johnson’s Healthy Children, Healthy Homes program is a base of the pyramid effort launched in South Africa in 2004. It is a collaborative effort between the Raid® pest control brand, South Africa’s National Department of Health, the Medical Research Council and RTI International.

The program is targeting three provinces with endemic malaria – Mpumalanga, Limpopo and Kwazulu-Natal – where health officials indicate a need for improved information, education and communication. It includes presentations to school children at more than 350 schools, using interactive materials about preventing malaria.

These materials are provided in six languages and were pre-tested with target audiences to confirm understanding. Educators use games and take-home items to encourage the children to take the message with them and share it for the protection of family and friends.

Mid-way through the malaria season (February), this year’s Healthy Children, Healthy Homes effort had already achieved more than 850 educators.
trained to teach about malaria prevention, more than 36,000 school children reached through educational programs, and almost 13,000 community members reached.

At the same time that it helps protect families from disease, the Healthy Children, Healthy Homes program establishes the Raid® pest control brand as the authority in protection from mosquitoes – providing the economic balance required for sustained investment.

The South Africa program builds on learnings from a pilot conducted by SC Johnson, RTI International, Florida International University School of Nursing and Zubi Advertising in Miami, Florida. That pilot aims to increase awareness of the triggers of asthma and effective household cleaning practices related to controlling asthma triggers.

Malaria Day
Contributes to Education

In an additional effort to educate about the dangers of malaria, SC Johnson participated in Malaria Day events hosted by the South African Development Community’s Ministers of Health.

The largest of these during 2005, in Kwazulu-Natal, included remarks or appearances by the Ministers of Health from South Africa, Botswana, Swaziland and the Deputy Minister of Health from Malawi.

The 10,000 attendees of the event were greeted with SC Johnson Healthy Children, Healthy Homes banners, and the company handed out mosquito coils and calendars with information about malaria prevention.

Malaria Day in Kwazulu-Natal, South Africa, in which SC Johnson was a participant, drew 10,000 attendees who learned about various ways to protect their health and avoid insect-borne diseases.

Mark Escolme helps educate about malaria

Mark Escolme, former General Manager, South Africa; now Group Managing Director, United Kingdom

“I developed plans to help prevent malaria in South Africa.

“Working with the regional department of health, SC Johnson started the Healthy Children, Healthy Homes project with a focus on preventing malaria. We provide education material and preventative measures to high-risk groups including pregnant women and children.

“The program is working on all levels, benefiting the regional department of health and the people suffering in malaria-stricken areas. This program is a true acknowledgement that malaria can be managed through better awareness and prevention methods. People are becoming more aware of the symptoms of malaria and methods to prevent it, which ultimately leads to healthier future generations.”

The primary purpose of SC Johnson’s pest control products is to protect public health, with a goal of helping minimize the spread of insect-borne diseases. Key brands include Baygon®, Raid®, Autan®, OFF!® and Paral®. Sprays, coils and repellents are all effective in the prevention of mosquito bites.
SC Johnson is Working to Eliminate Insect-Borne Diseases

Exploring New Solutions in Ghana

SC Johnson is continuing its support of public health in Ghana. Since 2003, the company has sponsored a mosquito trap project to study the potential for reducing the incidence of malaria in a defined community.

Focusing on the village of Tafo, the project has used mosquito traps to remove mosquitoes around the living spaces of employees of the Ghana Cocoa Research Institute. The portable traps, developed by American Biophysics, attract mosquitoes and vacuum them up into a net, allowing evaluation of the trap’s performance.

Simultaneously, a local medical clinic collects data on malaria incidence – data that has proved a reduction in malaria occurrences in the protected area. In 2005, while overall malaria cases were up in the greater area, within the test site covered by the mosquito traps there were about one-third fewer cases of malaria than there were in 2002.

SC Johnson’s sponsorship of this project has included various aspects. We purchased the traps in 2003 and placed them in the community. SC Johnson’s Ghana company originally paid for the propane gas to fuel the mosquito traps. In 2004, they contributed a gas supply tank to provide a continuing source of propane for the community.

SC Johnson Ghana worked closely with the local environmental authority and arranged installation and training so community members could operate, maintain and secure the gas supply. As an added benefit, the community now has a local supply of gas for cooking.

The trap project, in addition to providing valuable public health protection for the local community, also provided a means for SC Johnson to assess the effect of mosquito traps within the context of an integrated vector management program – meaning one in which education, medication, mosquito nets and traps are all used together to provide a positive intervention against malaria.

Malaria Incidence in Tafo

Following the installation of mosquito traps in 2003, malaria incidents were reduced in the protected area.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total reported incidents</th>
<th>Incidents in area protected by mosquito traps</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
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<td>1505</td>
</tr>
<tr>
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<td>3584</td>
<td>1017</td>
</tr>
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<td>2004</td>
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<tr>
<td>2005</td>
<td>5982</td>
<td>1013</td>
</tr>
</tbody>
</table>

Chairman and CEO Fisk Johnson (left) visited the mosquito trap project in Ghana.

Mosquito traps such as the one pictured above can help control malaria when used as part of an integrated vector management program.
Helping All Over the World

While South Africa and Ghana are key target areas for current investment and research by SC Johnson, our commitment to protecting public health extends around the globe.

SC Johnson Philippines’ Iwas Dengue public service program about dengue annually reaches more than 100,000 households. Now in its seventh year, the program includes three key elements: free spraying in areas experiencing an outbreak, insect repellent sampling and distribution of educational materials throughout the country.

New this year as part of Iwas Dengue, SC Johnson has begun sponsoring an educational outreach program to high school students in Manila. Also, the company installed Baygon® Electric Mosquito Killers in all classrooms of the participating schools, as well as donating other repellents.

Helping Protect Against Insect-Borne Diseases Around the World

United States
SC Johnson’s new OFF!® Active™ insect repellent line offers sweat-resistant products for sporty occasions, ensuring protection from diseases like West Nile Virus even during heavy activity.

Germany
The Autan® insect repellent brand recently coordinated with the health organization German Green Cross to initiate a consultation week about ticks and the dangers of Lyme disease. The Autan® brand also has recently launched a repellent that includes an after-sun moisturizer for skin care.

China
Our company in China has introduced a liquid electric Raid® insect repellent that, thanks to a very low cost, enables mosquito coil users to trade up to a more effective, longer-lasting form of protection from mosquito-borne illnesses.

Philippines
Last year alone, SC Johnson Philippines donated more than $40,000 worth of Autan® mosquito repellents in addition to its efforts to educate residents about dengue virus.

Mexico
With an aggressive sampling of more than one million electric repellent heaters and a cost-efficiency program, more consumers may trade up to a more effective, long-lasting form of protection from mosquito-borne illnesses.

India
SC Johnson’s AllOut® brand mosquito repellents offer a low-cost electric option that brings continuous-action protection to consumers at a very low price point. Our company fully acquired the AllOut® business in 2005.

Thailand
Lower-income consumers can buy an individual coil for just under four cents. Many consumers use a single coil for two nights, meaning they can afford protection for less than $7 a year.

Brazil
Designed for kitchens and living rooms, new Raid® Protector for Flies was the first mat product in the market that protects against flies. SC Johnson Brazil also has launched a new mosquito formula that repels mosquitoes for 45 continuous nights.

South Africa
The Healthy Children, Healthy Homes program in South Africa works to build awareness of malaria control measures and improve public health.
From Greenhouse Gas Emissions to Energy Consumption

It’s About Reduction

Along with producing environmentally responsible products, SC Johnson strives to minimize the emissions and greenhouse gases associated with the production of our products. It’s one more way we are doing what’s right for the environment.

Turning Methane Into Megawatts

On Earth Day in 2004, SC Johnson announced plans to construct its second cogeneration turbine, fueled by natural gas and waste methane from a local landfill, to provide electricity and steam to the company’s largest manufacturing facility, which is located in Racine, Wisconsin.

Covering 2.2 million square feet, this facility, called Waxdale, produces 70 million cases of product annually. And by last fall, it was all powered by our green energy turbines.

While SC Johnson and other companies have been tapping landfill resources for decades, what’s new is the technology to create electricity for power and generate steam to heat operations.

Our first cogeneration turbine at Waxdale produced 3,200 kilowatts of electricity and 19,000 pounds of steam per hour using only landfill gas.

In Brief

• Using less fossil fuel – down by 34 percent since 2000
• Cutting greenhouse gas emissions – down by nearly 17 percent in 2005
• Generating our own electricity with cogeneration turbines that support our largest manufacturing site

www.scjohnson.com
“By achieving their greenhouse gas reduction goals, these leading companies are proving that doing what is good for the environment, is also good for business.”

– Stephen L. Johnson, Administrator – U.S. Environmental Protection Agency, as quoted in a January 18, 2006 press release about SC Johnson and other companies participating in the Climate Leaders program

“At most landfills, the methane is collected and then simply burned off,” notes Bill Schiller, Vice President of North America Product Supply. “That is wasting an energy source. Now we can capture the methane and use it instead of coal to produce steam and electricity.”

SC Johnson’s second turbine uses a mixture of natural gas and landfill gas. That turbine also generates 3,200 kilowatts of electricity and 19,000 pounds of steam per hour. Together, the turbines generate the daily base load of electricity for the Waxdale site and somewhere between half and all of the steam needed for operations, depending on the season.

The turbines not only could keep Waxdale up and running during a long blackout, they’re saving SC Johnson millions of dollars each year, reducing the company’s reliance on coal-fired electricity and removing 52,000 tons of greenhouse gases annually. That’s like taking 5,200 cars off the road or returning 298 railroad cars full of coal to the ground annually.

By last year, SC Johnson was using 34 percent less fossil fuel than 2000. Plus, we had reduced greenhouse gas emissions by nearly 17 percent in just a year.

Notes Bill, “The methane alternative costs less than natural gas and reduces pollutants emitted in the air. We’re doing this because it’s right for SC Johnson, right for our community and right for the environment.”

“Garbage In – Energy Out

While it may seem magical turning trash into energy treasures, SCJ relies upon science to convert methane gas into valuable energy.

“I come up with innovative ways to save power.

“The lights at our Waxdale manufacturing plant are programmed to automatically turn off when not in use. The company uses energy-wise products, and a web-based program that allows each division to monitor and look for ways to reduce energy use. It doesn’t matter how little it seems. I’m a small part of a big production, but when you do the calculations it shows that the little things make a big difference in reducing energy and saving power.

“Finding alternative energy sources and developing new technology to reduce energy are key focus areas for the future. Making an effort to save energy now will ensure that future generations have the natural gas and fossil fuels they need.”

Since 2000, SC Johnson has achieved a 34.17% absolute reduction in greenhouse gas emissions at its top seven manufacturing facilities around the world.

You can see Chaitali DasGupta talking about her experience in a video by visiting our online Public Report at www.scjohnson.com

Chaitali DasGupta reduces energy use

Chaitali DasGupta, Consulting Engineer, Manufacturing Operations – North America

Garbage is collected and taken to a landfill. Over time, decaying organic matter buried in landfills produces methane gas. If released into the atmosphere, methane could contribute to global warming. Instead, methane gas is piped to Waxdale’s cogeneration plant. Landfill gas runs through the turbine. The turbine generates power for the Waxdale plant.
A Climate Leader

In 2002, SC Johnson became the first consumer products company to join the U.S. Environmental Protection Agency’s Climate Leader’s initiative.

By the end of 2005, SC Johnson had substantially exceeded our 2005 Climate Leaders goal. We had reduced our U.S. greenhouse gas emissions by 24 percent and doubled the company’s commitment of an 8 percent absolute reduction of CO2 emissions by reaching 17 percent. We were one of only four companies and one government organization to reach our Climate Leaders goal.

The Climate Leaders program includes voluntary partnerships between government and industry to develop a comprehensive greenhouse gas emissions inventory for their activities and then set aggressive, long-term emissions reduction goals.

Key to SC Johnson achieving its goals were our cogeneration turbines used at Waxdale. But our efforts to reduce emissions and waste extend around the globe. Here are just a few examples:

China – Our operation in China now filters and re-circulates the warm water bath used to test leaks in filled aerosol cans, eliminating nearly a thousand gallons of wasted water as well as over 400 pounds of steam that would be used to heat it each week.

Mexico – At our Mexican mosquito coil plant, we have switched from burning fuel oil to liquid propane gas and replaced batch-processing...
ovens with continuous ovens that eliminate energy-draining heat-up and cool-down cycles. The plant has reduced fossil fuel use by 26 percent versus last year. Total greenhouse gas emissions were reduced by 28 percent from this change as well.

**Argentina** – Our operation in Argentina has switched to green hydroelectric sources for nearly all its office and manufacturing facilities, bringing total fossil fuel use down by 54 percent and reducing greenhouse gas emissions 67 percent since year 2000 levels.

**The Netherlands** – Initial approvals have been received for SC Johnson’s Europlant operations in The Netherlands to build a 300-foot-tall windmill to power its operations. If final approval is received, on a typical day the windmill could provide up to 100 percent of Europlant’s electric requirements, reducing greenhouse gas emissions by 3,900 metric tons per year or about a 45 percent reduction versus year 2000 levels.

**United States** – Throughout SC Johnson’s U.S. operations, automatic shut-off lights, conveyers, compressed air machines and water baths ensure energy is being used only when needed. These initiatives have led to a reduction of 6,200 metric tons of greenhouse gas emissions per year for our U.S. operations.

**Nigeria** – SC Johnson’s operation in Nigeria has made significant investments in new aerosol and liquid production facilities that drive quality and productivity improvements. As a result, since the year 2000, SCJ Nigeria has reduced waste disposal by 85 percent.

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**SC Johnson is Doing What’s Right for the Environment**

**Frank Ericson makes green energy**

Frank Ericson, Manager – Environmental Operations and Central Services

“I led the project team that designed, built and delivered two cogeneration turbines used to produce energy at Waxdale, our largest manufacturing plant.

“Few companies have made this level of commitment to sustainability. Because the turbines use landfill gas and recovered waste heat, both turbine systems significantly reduce the use of fossil fuels.

“The cogeneration projects will continue to achieve significant reductions in greenhouse gases for many years to come. This will help reduce the threat of global warming each and every year the twin turbines operate.”

You can see Frank Ericson talking about his experience in a video, by visiting our online Public Report at www.scjohnson.com

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The SC Johnson Administration Building on the campus of its global headquarters in Racine, Wisconsin, U.S. was designed by renowned architect Frank Lloyd Wright. One of the campus’ key areas is the Great Workroom, an example of Wright’s idea of organic architecture.

Since August 2005, two Green Energies cogeneration turbines together have produced the daily base-load of electricity for Waxdale, the company’s largest production facility.

The company intends to source more of its energy requirements from sustainable sources and is currently seeking permission for a wind turbine in Mijdrecht, The Netherlands. One windmill could generate approximately two-thirds of the manufacturing plant’s annual electricity requirements and reduce CO2 emissions by approximately 78 million kilograms in the next 20 years.
SC Johnson is recognized around the world as an employer of choice because we make it possible for our personnel to achieve a comfortable balance between their personal and professional lives, while providing programs that foster development and growth.

Recognition Inside and Out
The best measure of a company’s culture is the tenure of its people, and SC Johnson enjoys some of the lowest turnover in its industry. Equally important, the company has been recognized for excellence by various organizations in numerous countries, including the Great Place to Work® Institute and Hewitt Associates.

Notably, for the second year in a row, SC Johnson has been named in the top 10 of FORTUNE magazine’s 100 Best Companies to Work For in America. We also earned recognition as a top employer for working mothers, Latinos and the gay/lesbian/bisexual and transgender workforce.

“As a family company, SC Johnson’s unique culture is based on respect, fairness, inclusion and fun in the workplace,” said SC Johnson Chairman and CEO Fisk Johnson. “Our ranking for the sixth time among the Best
Companies to Work For in America is based in large part on the opinions of the people who work here, and that means a great deal to me that those working at the company truly feel that SCJ is a great place to work."

FORTUNE also recognized SC Johnson for paid sabbaticals, telecommuting, excellent compensation practices, and unusual perks such as retiree lifetime memberships to the company’s fitness and aquatic center. The company was commended as well for its devoted workforce and low turnover.

From Argentina to Venezuela...
Here are the SC Johnson operations around the world recognized this year as “Best” workplaces:

SC Johnson, United States, 10th among 100 Best Companies to Work For in America

SC Johnson, United States, Top 10 company for Working Mothers for third consecutive year

SCJ Argentina, 16th among 60 best companies to work for in Argentina

SCJ Canada, 14th among 50 best companies to work for in Canada

SCJ Chile, ranked among 35 best companies to work for in Chile

SCJ France, 2nd among 25 best companies to work for in France

SCJ Germany, 11th among 50 best companies to work for in Germany

SCJ Italy, 7th among 35 best companies to work for in Italy

SCJ Mexico, 28th among 50 best companies to work for in Mexico

SCJ United Kingdom, 10th among 50 best companies to work for in the United Kingdom

SCJ Venezuela, 7th among nine best companies to work for in Venezuela

“We salute SC Johnson for their efforts on behalf of working mothers, and for making the 100 Best [list] for the 17th time. It is my hope that other companies around the country learn from the best and experience first-hand the value of flexibility as a business imperative.”

– Carol Evans, CEO of Working Mother Media

“SC Johnson supports worklife balance.

“I’m able to take the time away from work that I need to be with my babies. I don’t have to worry about my job, I know it’s there for me. For that, I am forever grateful and forever loyal to SC Johnson.

“Employees stay at SC Johnson because the company is fair. They do what is right, like offering maternity leave and paternity leave, paid sabbaticals, flexible hours, and many programs to make worklife balance possible. The company cares about employees and the employees care about the company. It’s a win-win situation for everyone.”

SC Johnson provides leading-edge programs to help employees balance their responsibilities related to work and home. Programs include Flexible Work Schedule, No Meeting Day Policy, Expanded Maternity/Paternity/Adoption Policy, Paid Sabbatical Program, Telecommuting, On-site Banking and other in-house employee convenience services.

You can see Anna Waters talking about her experience in a video by visiting our online Public Report at www.scjohnson.com

Anna Waters helps make SC Johnson a great place to work

Anna Waters, Director – Human Resources, with her children

Anna Waters helps make SC Johnson a great place to work

Anna Waters, Director – Human Resources, with her children

Anna Waters helps make SC Johnson a great place to work

Anna Waters, Director – Human Resources, with her children
Focus on Development and Education
When it comes to our people, SC Johnson takes development seriously. At every level, in every discipline, for almost every stage of life, SC Johnson offers options to help its people grow professionally and personally. In fact, professional development is a fundamental aspect of the company’s commitment to its family of employees.

Programs range from literacy training, to award-winning business communications, to company-funded study. Here’s a look at some of the ways we help employees grow in different parts of the world:

- Globally, the company publishes a magazine for all employees that includes business information and articles to increase understanding. A recent edition focused on the opportunities of developing markets.

- The company’s Johnson Leadership Institute (JLI) provides formal training in every region through courses from new employee orientation to management and leadership skill development. Recently, JLI launched a new leadership development program for global executives.

Worldwide SC Johnson Safety Performance Record
Indexed to 200,000 hours of work time.
• Our Online Performance and Learning (OPAL) tool is available to personnel worldwide and offers more than 164 topics, all day, every day. The tool also offers training in another 39 competencies to help with continued professional development.

• In the United States, our LINK program is a unique educational partnership between SC Johnson and the local Gateway Technical College. LINK offers hundreds of on-site courses for academic credit to SC Johnson personnel at our largest manufacturing plant, which is located in Racine, Wisconsin.

Keeping Our People Healthy and Safe
Protecting the health, safety and well-being of our personnel is a top priority for us — no matter where our people work. Global standards for our manufacturing facilities help ensure consistent and equivalent safety, health and environmental conditions for our people worldwide. Our commitment to maintaining high standards and sharing best practices globally helps us safeguard the people who work here and in surrounding communities.

Along with doing what is right for our people, SC Johnson will not employ children in its workforce, and we will terminate a supplier who does. We firmly expect our business partners to share this ethic and commitment.

Lew Falbo keeps employees safe

“I develop programs that help everyone make the workplace safe.

“At SC Johnson, we will build, operate and maintain worldwide facilities in ways that protect the safety and health of our employees and our neighbors. We train employees in safety practices, conduct health and safety programs, and perform audits to make sure we're operating safely.

“Keeping the workplace safe and the employees safe keeps our operations moving. And that means business is operating for employees today and for future generations.”

S. C. Johnson & Son of South Africa (Pty) Ltd. attained zero lost time incidents in the 2004-2005 fiscal year. This is attributed to the success of its “Operation Zero Tolerance,” a drive to prevent accidents through positive motivation and to increased focus on all safety and healthy environment aspects.

SC Johnson is Doing What’s Right by Being A Great Place to Work

Among the first companies to offer profit sharing, SC Johnson’s commitment to sharing profits with its people began in 1917 when 193 employees shared a Profit Sharing pool of $31,250. Today, millions of dollars in profit shares are distributed to SC Johnson employees around the world twice each year.

For the second year in a row, SC Johnson has been listed in the Top 10 of the 2006 “100 Best Companies to Work For in America,” according to FORTUNE magazine. It is our sixth time on FORTUNE's prestigious list. And this year, nine other SC Johnson companies around the globe have also been recognized as a best place to work.

The phrase, “a family company” says more than what kind of company SC Johnson is. It says who we are as people, expressing our inherited legacy we are committed to preserving for the future. Focused on long-term success, we are committed to maintaining a sustainable enterprise through our economic, environmental and social strategies.
Quick Reference
SC Johnson Metrics 2005

SC Johnson is driving value in numerous ways around the world. These charts summarize some of the strides we have made and the opportunities that remain. To learn more, turn to the pages referenced.

Page 18
SC Johnson has improved numerous products by using raw materials rated “Better” or “Best,” to the tune of 388 million pounds.

Page 29
Over the past decade, SC Johnson has given back more than $164 million globally to efforts that improve quality of life.
Page 30
85 percent of General Managers worldwide and employees at 85 percent of our subsidiaries participated in community and volunteer activities last year.

Page 31
The SC Johnson Fund, Inc. contributed almost $10 million to philanthropic efforts in the United States in 2005.

Page 36
The mosquito trap project SC Johnson has sponsored in Tafo, Ghana, has helped significantly reduce malaria incidents.

Page 40
SC Johnson has met or exceeded its reduction goals for emissions, fossil fuels and greenhouse gases.

Page 44
Global standards for SC Johnson manufacturing plants help ensure consistent safety, health and environment conditions.
At the end of the day, shouldn’t it be about doing what’s right.

Throughout five generations of family leadership, SC Johnson has made life cleaner, easier and healthier for consumers through our innovative and quality products like Windex®, Autan®, Mr. Muscle®, Pronto® and Glade®. As a global market leader, we have proved a multinational organization can win responsibly in a competitive marketplace.

We create economic value by offering innovative solutions and products to meet unmet needs and establishing new businesses to create jobs across the globe.

We strive for environmental health by increasing our use of environmentally preferred raw materials and seeking cleaner sources of energy to power our operations.

We advance social progress by investing in cultural, educational and public health projects that enhance quality of life.

Prosperity and responsibility can coexist. It’s our success that enables us to add value and serve the greater good.

So, as we move forward, we do so defined by doing what’s right — what’s right for the business, what’s right for our children and what’s right for the world around us.

See how we’re moving forward by visiting www.dowhatsright.com

Because at the end of the day, it should be about doing what’s right.

www.dowhatsright.com

Photo: SC Johnson Chairman and CEO Fisk Johnson receives flowers from a child as a welcome during a visit to Africa.