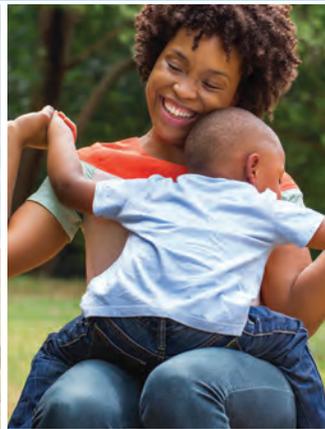


Inspired By Family

SC Johnson 2015 Public Sustainability Report



2015
Table of Contents

02 From Our Chairman & CEO	 04 Who We Are	 08 Standards	 16 Actions	 22 Connections	 27 Legacies	30 Media Guide
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SC Johnson is in its 24th year of publicly reporting progress on sustainability objectives. This 2015 report covers activity since July 2014, unless otherwise stated. Questions about this report should be directed to Kelly M. Semrau, Senior Vice President – Global Corporate Affairs, Communication and Sustainability, at 262-260-2440. Or, connect with us online: twitter.com/scjohnson or facebook.com/scjohnson.



A Message from the Chairman and CEO

When research suggests that less than 50 percent of people in most countries trust companies to do the right thing*, there is a crisis underway.

Every day, businesses ask to be invited into people's homes, to be trusted to deliver whatever their brand may promise. And when some companies don't deliver, it hurts everyone.

I understand the challenges many companies face. Investors clamor for profits. Suppliers require oversight. Customers continually raise the bar. But in times like this, I'm reminded how fortunate SC Johnson is to be a family company.

We approach decisions as if the consequences will be sitting down with us at the family dinner table for years to come.

This means that for five generations, we've been able to take the high road. To do what's right, even if no one is watching. To consider the impact of every choice, far beyond its immediate marketplace effects. To make life better for the next generation in ways only a family company can.

And we can do this because we don't answer to the whims of the stock market or the trends of the day. As a family company, we answer to our children, and their children yet to come.

But while being a family company changes our mindset, it doesn't give us a free pass. We don't assume people will trust us just because we're private. We simply know we can do more to earn their trust.

We can innovate great products and broaden their reach around the world. And we take product quality and safety personally, because our name goes on every single one.

We're working to make life better for the next generation in ways only a family company can.

We can invest in green chemistry and chemicals management. Over the years we've spent millions of dollars to create our SC Johnson Greenlist™ process and train teams on using it. And today, we've increased the percentage of "Better" or "Best" ingredients in our products to 52 percent – up from 18 percent in 2001.

We can embrace transparency, too. When we committed to ingredient disclosure seven years ago, we knew we'd go beyond industry norms. We wanted to speak to consumers about our products in the same way that we talk with our own families. This has led to important advances like publishing our entire fragrance palette and, this past summer, launching product-specific fragrance ingredient information.

My dad used to say that he was a businessman, but he was also a grandfather who wanted his grandchildren to have the same kind of place to live and grow up in as he did.

And isn't that what we all want? Better products, less impact, fewer diseases, more opportunity?

These are goals we take personally at SC Johnson – and we take action, from making tough calls on chemistry, to reducing our footprint with renewable energy, to investing in the fight against malaria.

We won't always succeed, and we'll make mistakes along the way. But like any family, we'll keep trying, day in and day out, to do what's right and make our children proud.

There's no greater motivation, and no more important responsibility. You can trust us on that.



H. Fisk Johnson, Chairman and CEO



**What matters most
is that we live up
to the expectations
of our children.**

We Are a Family Company

SC Johnson has been working to create innovative products and make life better for families for five generations. We believe our approach is different because we care as only a family company can.



SC Johnson at a Glance

SC Johnson is one of the world's leading manufacturers of household cleaners and products for pest control, air care, home storage and shoe care, as well as professional products. For more than 12 decades, we have been trying to make life better through innovative products, great workplaces, and responsible action toward people and the planet.

Our core beliefs stretch back to 1927, when then-company leader Herbert F. Johnson Sr. summarized them by saying, "The goodwill of people is the only enduring thing in any business. It is the sole substance. The rest is shadow."

This is the basis of *This We Believe*, the principles that guide our every interaction with our stakeholders. You can read *This We Believe* at scjohnson.com/principles.

Our primary stakeholders include employees, consumers, the general public, our neighbors and host communities, and the world community. As we work to uphold our responsibilities and advocate for the greater good, we also interact with these external stakeholders: customers and partners, industry associations, policy makers, NGOs and the media.

Business Profile

Headquarters: Racine, Wisconsin

Sales: \$10 billion annually

Status: Privately held; led by the Johnson family for five generations

Industry: Household consumer products

Markets: Products sold in virtually every country around the world

Manufacturing Locations Include: Argentina, Canada, China, India, Indonesia, Malaysia, Mexico, the Netherlands and the United States

Our Product Categories



Home Cleaning

Helping keep homes clean and hygienic.



Home Storage

Keeping food fresh and protecting other items.



Pest Control

Helping protect families from pests.



Air Care

Transforming homes with inspiring fragrances.



Shoe Care

Caring for shoes and helping them last.



Professional

Supplying industrial and institutional markets.

Key Brands

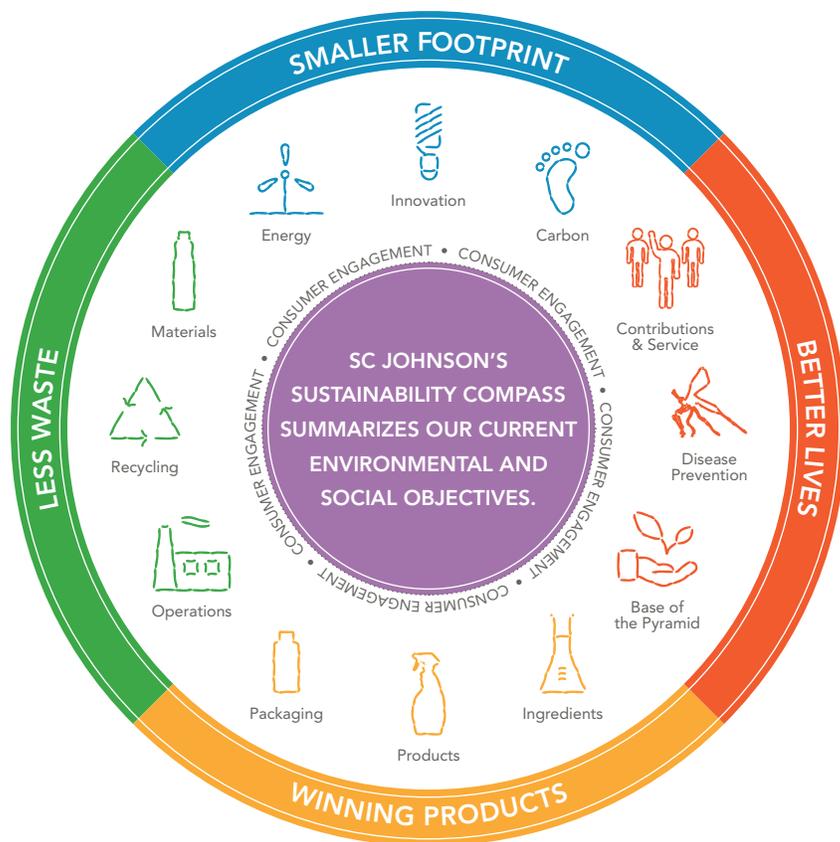


360 Degrees of Green Choices

We have now completed four of the five years of SC Johnson's current sustainability strategy, which supports our ongoing 360-degree commitment to creating winning products, ensuring less waste, reducing our carbon footprint and helping make life better for families around the globe.

Sustainability is a shared accountability at SC Johnson. About 130 people hold roles with specific sustainability objectives, but leading in sustainability is everyone's job. Environmental responsibility is embedded in our operations, and leaders throughout the company share environmental targets.

We also recognize that we can have a bigger impact working with partners than we can on our own. As examples, we participate in The Consumer Goods Forum and work with the Bill & Melinda Gates Foundation to combat the spread of malaria.



Key Progress to Date

INGREDIENTS
+34 percentage
 points of Better/Best ingredients used since 2001, as measured by the SC Johnson Greenlist™ process.

CARBON
50% greenhouse gas emissions reduction
 from SC Johnson manufacturing sites since 2000, indexed to production.

OPERATIONS
72% waste reduction
 at SC Johnson manufacturing sites since 2000, as a ratio to production.

ENERGY
32% of energy use
 globally from renewable sources such as cogeneration and biofuel.

RECYCLING
9 zero landfill*
 SC Johnson manufacturing sites on four continents, now including Baddi, India.

CONTRIBUTIONS
\$235+ million
 in philanthropic contributions over the past 10 years alone.

* To achieve zero landfill status, SC Johnson manufacturing sites are required to reuse, recycle or eliminate material that would otherwise have been sent to a landfill. For waste that cannot be reused, recycled or eliminated, incineration and heat recovery may be an option.

Milestones from the Year



July 2014

SC Johnson named to U.S. EPA's National Top 100 list of largest green power users and to its Top 30 On-Site Generation list.

September 2014

SC Johnson receives U.S. EPA's 2014 SmartWay® Excellence Award.

October 2014

SC Johnson expands WOW® business concept in Ghana, increasing access to pest control products for families at risk for malaria.



October 2014

SC Johnson jumps to number 12 on World's Best Multinational Workplaces list by the Great Place to Work® Institute.

November 2014

SC Johnson earns 100 percent on the Human Rights Campaign (HRC) Corporate Equality Index, marking the company's 13th year being recognized.

February 2015

SC Johnson announces plan to acquire Deb Group, a global industrial company focused on hygiene and skin care systems.

February 2015

SC Johnson receives 2015 Climate Leadership Award for Excellence in Greenhouse Gas Management (Goal Achievement).



May 2015

SC Johnson receives World Environment Center's 2015 Gold Medal Award for International Corporate Achievement in Sustainable Development.

May 2015

SC Johnson's **Raid**® Bugs honored among Advertising's 10 Greatest Icons by the Museum of Broadcast Communications.

June 2015

SC Johnson becomes the first major consumer packaged goods company to offer product-specific fragrance disclosure to consumers. See page 24.



Our Standards Are Family Standards

We set high standards for our decisions and actions. By living up to them, we also live up to the expectations of our children.

Making Products Families Can Feel Good About

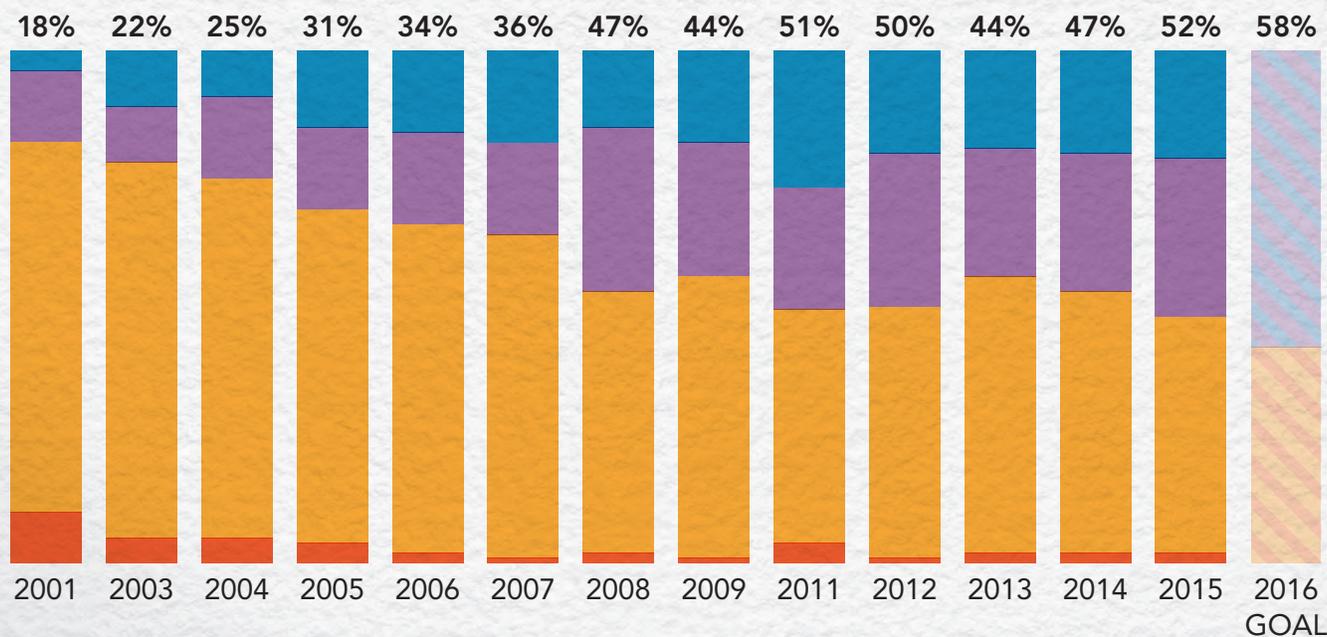
SC Johnson has been on a decades-long path to continuously improve the safety and environmental profile of our products. An example was our decision in 1975 to remove chlorofluorocarbons (CFCs) from our products three years before the U.S. government mandate.

In the 1990s, we started formalizing our standards and created a “brownlist” system to eliminate ingredients that didn’t live up to our standards. Examples included eliminating paradichlorobenzene from our toilet products in 1993 and phasing out polyvinyl chloride (PVC) from our packaging, which was completed in 2002.

By the late 1990s, however, we had begun to think about standards as a motivator, rather than simply a restrictor. That’s why, in 2001, we formalized our SC Johnson Greenlist™ process to focus on adding in “better” rather than just eliminating the “bad.”

Today, by company policy, when creating a new product or reformulating an existing one, our formulators work to select materials we rate as “Better” or “Best.” They also must include ingredients that have SC Johnson Greenlist™ process ratings equal to or higher than the original formula.

Standards and Targets Drive Continuous Progress



This chart shows SC Johnson’s progress increasing the use of Better/Best ingredients as rated by the SC Johnson Greenlist™ process. Due to ongoing advances in measurement, changes in our product portfolio, and increasing numbers of ingredients and materials being measured, data may not always reflect apples-to-apples comparisons year-on-year. Also, scores after 2011 reflect combined ingredient and package scores. Prior to 2011, scores were ingredients only. Totals are rounded.

The SC Johnson Greenlist™ process uses a four-point scale:

- 3 - Best
- 2 - Better
- 1 - Good
- 0 - 0-Rated Materials

Understanding the SC Johnson Greenlist™ Process

Our SC Johnson Greenlist™ process is a continuous cycle that includes an annual review of criteria, calculations and scoring; ongoing new material evaluation; continually updated guidance on materials that are restricted for use; automated product scenario planning; and continuous feedback on results through scoring at the product, division and corporate levels.

It starts with a rigorous scoring process and principles, including an annual review of ingredient scoring. Factors considered include external influences such as new scientific data on materials, public perception and industry best practices, as well as internal factors such as updates to existing scores.

How We Score

We assign material scores using a four-step process that includes classifying the raw material type; looking at supplier-provided data to identify any 0-rated, or restricted-use, materials; generating criteria scores; and calculating the overall material score.

A material's classification determines the criteria by which it is scored. For example, a surfactant is scored on criteria including potential aquatic toxicity, ultimate biodegradability, acute human toxicity and other factors.

Each criterion has specific data ranges to classify it according to our four-point scale. Items classified as "Best" (3-rated) are our materials that have little-to-no environmental or



It starts with a rigorous scoring process and principles, including an annual review of ingredient scoring.

human impact. Those classified as “Better” (2-rated) are materials with minimal environmental or human impact. “Good” (1-rated) materials are those that SC Johnson has deemed to have acceptable environmental or human impact. And, “0-Rated” materials are those that we believe are unacceptable for new use and for which existing uses will be eliminated through reformulation.

Using Scores to Generate Insights

We can apply scores in a number of ways to help us track the impact of materials individually and in final products. Ultimately, we can track ongoing progress at the division level, such as Home Cleaning or Air Care, and at the total company level.

The SC Johnson Greenlist™ process makes the greatest day-to-day impact in the hands of our product formulators and packaging engineers. These teams use an automated, computerized scenario-planning tool to simplify the process of calculating product scores and exploring opportunities.

As formulators enter potential ingredients for a product, the SC Johnson Greenlist™ Scenario Planning Tool automatically generates a material score summary, Better/Best summary, case weight summary, material rating breakdowns and more. It provides similar data for packaging options.

Setting Standards for Ingredients

A key foundation of the SC Johnson Greenlist™ process is the fact that we specify ingredients that cannot be added to new products, or can be used only at restricted levels. While many of these 0-rated ingredients meet legal and regulatory requirements and are considered acceptable by authorities, they simply don’t meet our standards.

Why Use Chemicals At All?

One question SC Johnson often encounters when talking with consumers about our ingredient choices is, “Why use chemicals at all?”

It’s an unfortunate reflection of what’s become a common misperception that “chemicals” are bad and “natural” choices are better. In fact, of course, all materials are chemicals — chemicals are the basic building blocks of everything, including our food, clothing and the air we breathe. Also, there are plenty of chemicals found in nature that are toxic, such as arsenic and ricin.

While some chemicals certainly deserve a negative reputation, others are sometimes demonized at any dosage, even though health and environmental experts consider them safe at low levels. An example is formaldehyde, which is naturally occurring in the environment and can be found, at trace levels, in many things including fruits, vegetables and dairy products. A pear has more than 38,000 times the amount of formaldehyde that might be found at trace levels in a household product — and the human body naturally metabolizes these low levels of formaldehyde.

Also important, sometimes a synthetic ingredient is a better choice for any number of reasons, including sustainability. For example, if not harvested sustainably, using a natural ingredient such as palm oil can lead to negative impacts such as deforestation. In such cases, using a synthetic substitute might be more responsible.

We’re trying to provide these important perspectives through efforts such as our ingredient disclosure website. By going beyond simply listing ingredients to explaining what they do and why we use them, we hope to help increase understanding of the important and helpful role that chemicals play in all our lives.

We believe that setting standards and measuring progress are critical to ongoing progress.

SC Johnson's list of 0-rated materials comes from an extensive screening process. As part of our regular ingredient evaluation process, we screen for about 4,600 materials that we want to avoid.

This list takes into account a variety of inputs. About 2,500 of the ingredients are materials that have been deemed by regulatory or government bodies to have potential negative impacts. We specify that many of these cannot be used at all, and some can be used only at a highly restricted level.

The other 2,100 are materials that we generally avoid because there isn't enough clear science one way or the other, or materials that have a negative public perception, even if it isn't supported by science.

Building on Decades of Experience

Our list of 0-rated materials grew from the "brownlist" we started in the 1990s for chemicals we deemed unacceptable for use in our products. Today it encompasses about 70 key ingredients or ingredient classes that we consider to be restricted-use for new formulations. Where 0-rated materials are in use in existing products, we are working to eliminate them as reformulations occur. You can see the full list and learn more about our 0-rated materials list at:

whatsinsidescjohnson.com/us/en/0-rated-ingredients

Of course, there are thousands of additional materials that we would not consider using; however, most of those would not logically be considered for use in a household consumer product. Our 0-rated materials list focuses specifically on items that an SC Johnson product developer might consider for one reason or another when developing one of our products, but whose use we want to restrict.

Making Exceptions Only with Responsibility

Under certain special circumstances, we do allow the use of 0-rated ingredients that are deemed acceptable by regulatory authorities, but we generally place a time limit on their use. These exceptions are not easy to get,

Another Positive Step: Corrugate Reduction

About the project:

Like every consumer products company, SC Johnson has to ship its products to retailers in boxes or cartons so that the products arrive safely and undamaged. Our goal is to minimize waste while protecting products as efficiently as possible.

Opportunity:

Redesign cartons and dividers to reduce total corrugate use worldwide and minimize waste.

Action:

An SC Johnson team representing marketing, sales, research & development, and manufacturing conducted an extensive teardown process to find opportunities to reduce and optimize corrugate use by the company. Their efforts identified opportunities for SC Johnson to reduce up to 7 percent of global corrugate weight used. Combined, these initiatives could result in a corrugate weight reduction of up to 4,200 metric tons.

however. They require extensive internal discussion and a proposed exit date for discontinuing use of the material. And, importantly, exceptions are granted only if evidence suggests the ingredient can be used safely at certain levels, which we do not exceed.

As examples, exceptions might be granted if we discovered that a supplier was adding a 0-rated ingredient to something that we buy and we needed time to transition, or if we acquired a brand or product and found that it included something 0-rated and we needed time to reformulate.

Why It Matters

There is a crisis of trust emerging among consumers related to the safety of chemicals in household products. We believe that because there is a lack of good regulation on ingredients around the world, it leaves a door open for problems and abuse. Gaps in safety data on many chemicals further the potential for issues.

Advocating for change is a priority for SC Johnson, which is why we have been a vocal supporter of Toxic Substances Control Act reform (see page 26). But beyond supporting industry change, we believe companies can and should take their own steps toward continuous ingredient improvement. The SC Johnson Greenlist™ process is our answer to that challenge. No system is perfect, but we believe that setting standards and measuring progress are critical to ongoing progress.

Beyond supporting industry change, companies can and should take their own steps toward continuous product improvement.

How It Helps



Scenarios

Our SC Johnson Greenlist™ Scenario Planning Tool lets us explore different options for ingredients and packaging to identify opportunities for improvements.



Choices

Through scenario planning, we can ensure that both consumer expectations and SC Johnson sustainability goals have been considered as products are developed.



Continuous Improvement

With data, we can work to continually increase the proportion of ingredients in our products that have a lesser impact on the environment and human health.



Transparency

Our ingredient disclosure program for the United States and Canada is powered by the ingredient information from the SC Johnson Greenlist™ process.

Committed to Responsible Sourcing

In every country where SC Johnson does business, we are committed to respecting people and supporting universal human rights, adhering to local laws and regulations, contributing positively to our communities, and reducing our impact on the environment.

Supplier Code of Conduct

We expect our suppliers, contract manufacturers, contractors, vendors, and other business relations and providers of goods or services to share our ethic and commitment.

SC Johnson's Supplier Code of Conduct specifies the minimum requirements for SC Johnson suppliers in key areas of focus: Human Rights and Labor; Safety, Health and Environment; Sustainability; and Business Ethics.

The code takes into account the best practice principles that are outlined in recognized international standards and guidelines, including The Global Social Compliance Programme Reference Code, The International Labour Organization's 1998 Declaration on Fundamental Principles and Rights at Work, The United Nations' Global Compact, and The United Nations' Universal Declaration of Human Rights.

Additionally, SC Johnson is a member of AIM-Progress and the Global Social Compliance Programme, and we are partnering with Suppliers Ethical Data Exchange (SEDEX) to identify, assess and manage the social and ethical risk in our supply chain. We intend to focus on the areas of greatest risk and greatest potential benefit, and will work with our suppliers to mitigate these risks.

Compliance is Non-Negotiable

We require all of our suppliers to comply with the requirements outlined in the SC Johnson Supplier Code of Conduct. The code also sets out aspirations for our suppliers to be working toward with us.

The SC Johnson Supplier Code is available online at scjohnson.com/supplychaintransparency in a variety of languages, making it accessible to all suppliers.

Languages include Arabic, Chinese, English, French, Indonesian, Italian, Japanese, Polish, Portuguese, Russian, Spanish, Thai, Turkish and Vietnamese.



California Transparency in Supply Chains Act

SC Johnson has a zero-tolerance policy for human trafficking or slavery in our supply chain. SC Johnson unequivocally supports the human rights of all of our employees, and the employees of our global suppliers. We support the United Nations Declaration of Human Rights and the International Labor Organization core standards on forced labor, child labor, freedom of association and discrimination.

The California Transparency in Supply Chains Act of 2010 (the "Act") seeks to eliminate slavery and human trafficking from global supply chains by requiring companies that do business in California to disclose what efforts they take to keep their supply chains free of these human rights violations. We support the intent of this act and address the concerns it highlights in our Supplier Code of Conduct.

Among other requirements, this means our Supplier Code of Conduct addresses labor and human rights issues including prohibition of forced labor, minimum age requirements, compensation and minimum wage requirements, legally mandated benefits, maximum work hours, environmental health and safety requirements, and immigration or qualified-to-work laws.

In support of what is laid out in our Supplier Code of Conduct, SC Johnson also undertakes steps including verification, auditing and certification.



Net-Zero Deforestation Commitment

As a member of the Consumer Goods Forum, SC Johnson shares their commitment to net-zero deforestation by 2020 through the sustainable sourcing of pulp, paper, packaging and palm oil. We are committed to working with our suppliers, stakeholders and partners to achieve this goal.

We have fully aligned our 2020 commitments and internal policies with the Consumer Goods Forum Pulp, Paper and Packaging Guidelines. This includes, among other commitments, that SC Johnson will source 100 percent of our pulp, paper and packaging from certified, sustainably managed sources or from recycled material by 2020, and will eliminate pulp and paper products containing fiber from controversial sources, such as fiber from high conservation value areas and conflict wood.

SC Johnson uses relatively small amounts of palm oil, palm kernel oil or derivatives, but we recognize the impact that nonsustainable palm oil production has on the planet and our responsibility to future generations. As a result, we have placed nonsustainable palm oil on our restricted-use material list for new uses, and we are working to eliminate the use of nonsustainable palm oil in SC Johnson products globally as new reformulations occur. Restricted-use materials cannot be used in our products, or can be used only with approval by senior management with agreed-upon exit dates.



Conflict Minerals Policy

As a privately held company, SC Johnson is not subject to the SEC disclosure requirement of the Dodd-Frank Act. However, as a part of our commitment to environmental compliance and maintaining human rights, we are committed to ensuring that our products do not contain any "conflict minerals." These are metals (tantalum, tin, tungsten or gold) that have been sourced from and have contributed to the conflict in the Democratic Republic of the Congo and surrounding countries.

We expect our suppliers of components containing these metals to source the metals only from non-conflict sources and to pass this requirement up the supply chain to ensure appropriate sourcing. Suppliers will certify to SC Johnson that these metals are "conflict free."

Making It Easy to Report a Concern

Despite any company's best efforts, issues can occur. SC Johnson aims to make it easy for anyone to report a concern related to matters covered in our Code of Conduct. We welcome open dialogue, but those who would prefer to report concerns anonymously can do so by calling the company's Ethics and Compliance Hotline.

The hotline is available 24 hours a day, seven days a week, and is confidential. More information is available online at [scjohnson.com/supplychaintransparency](https://www.scjohnson.com/supplychaintransparency).



Our Actions Show Our Commitment

At SC Johnson, we've been setting environmental goals and publicly reporting our actions and results for more than 20 years.

Continuously Improving Our Product Ingredients

Using our SC Johnson Greenlist™ process, our goal is to increase, year-on-year, the percentage of ingredients in our product that has a lower impact on the environment and human health (see page 10).

The process includes ratings for all of the ingredients we use globally other than those in newly-acquired products that are still being evaluated. Packaging materials were added in 2007, and a recent success was the 2015 launch of 100 percent post-consumer-recycled plastic bottles for several **Windex®** trigger products in North America.

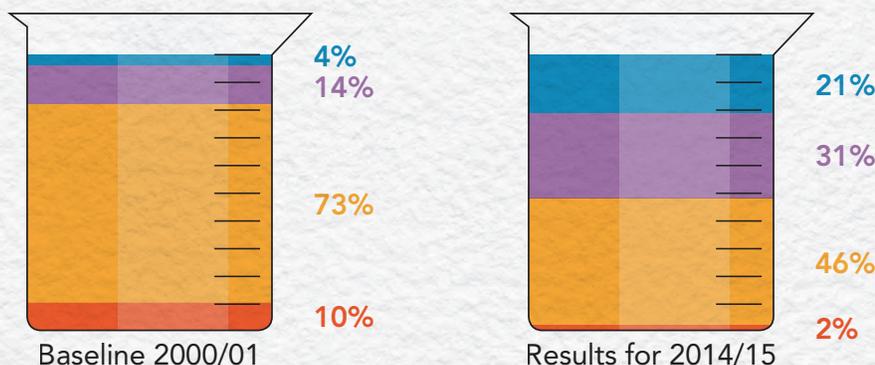
Ingredients are rated from “0-Rated,” meaning those we believe are unacceptable for new uses, up to “Best,”

meaning those that have little-to-no environmental or human impact. We started with 18 percent “Better/Best” ingredients in 2001. Today, we are at 52 percent and our goal is 58 percent in 2016.

Our SC Johnson Greenlist™ process uses a computerized product scenario planning tool that enables formulators and packaging engineers to compare multiple potential ingredient and packaging options.

This means that, as we develop the great products families have come to expect from SC Johnson, we can ensure that both consumer expectations and SC Johnson sustainability goals have been considered.

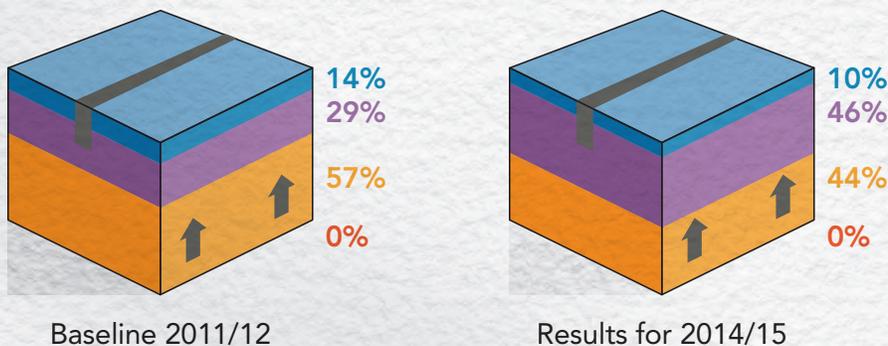
Overall Improvement Since 2001*



Rounded totals.

* As rated by our SC Johnson Greenlist™ process. 2014/15 results include chemical raw materials and packaging materials. The baseline year (2000/01) included only chemical raw materials.

Packaging Improvement Since 2012**



Rounded totals.

** As rated by our SC Johnson Greenlist™ process.

■ 3 - Best ■ 2 - Better ■ 1 - Good ■ 0 - 0-Rated Materials

Reducing Waste in Our Operations

A World Bank report projects that the amount of solid waste generated globally will nearly double by 2025, going from 1.3 billion tonnes to about 2.2 billion tonnes of solid waste per year.* As a result, reducing waste is a critical way that we reduce our impact on future generations.

Along with continuously working to cut waste from our day-to-day efforts, we have transitioned more than 30 percent of SC Johnson manufacturing sites to be zero landfill operations. To achieve zero landfill status, SC Johnson manufacturing sites are required to reuse, recycle or eliminate material that would otherwise have been sent to a landfill. For waste that cannot be reused, recycled or eliminated, incineration and heat recovery may be an option.

The latest addition to our zero landfill sites is our Baddi, India, operation, which brings our total to nine zero landfill SC Johnson manufacturing sites on four continents. These now include two in China and one each in Brazil, Pakistan, India, the Netherlands, the United States, Poland and Canada.

Our Baddi, India, site has reduced waste by 51 percent, or 1.8 metric tons, since 2010. It is among our top three sites for waste diversion, joined by our operations in Karachi, Pakistan, and Bay City, Michigan, in the United States.

In 2013, we achieved our goal of reducing global manufacturing waste by 70 percent by 2016, but our efforts continue as we work to add more zero landfill manufacturing sites around the world.



SC Johnson Global Manufacturing Waste Reduction**

2000 Baseline



** Percent reduction in SC Johnson global manufacturing combined air emissions, water effluents and solid waste. Progress versus 2000 baseline as a ratio to production.

* World Bank (2012) *What A Waste – A Global Review of Solid Waste Management* (Urban Development Series: Knowledge Papers). Chapter 3.

Reducing Our Carbon Footprint

Through four years of our current five-year environmental targets, SC Johnson continues working to reduce greenhouse gas emissions from SC Johnson global manufacturing sites. Our goal is a 48 percent reduction from the sites versus our 2000 baseline, when indexed to production.

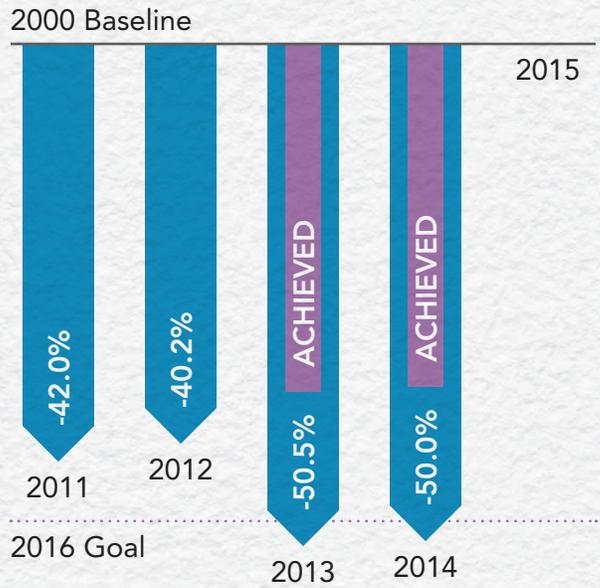
In 2014, we held nearly steady, with a 50 percent reduction. These results continue to be driven by the company's renewable energy initiatives around the globe. This includes the use of cogeneration, biofuel and wind energy to help power our facilities.

As examples, since 2012, a biofuel initiative at SC Johnson's manufacturing facility in Surabaya, Indonesia, has used waste husks from rice grains as a fuel source for heating water used in mosquito coil production.

In the United States, two 415-foot wind turbines at the company's largest global manufacturing facility produce nearly 8 million kilowatt hours of electricity a year. This is just one of the company's five wind power efforts. Purchased wind power in Bay City, Michigan, supplies about 67 percent of the electricity for our Ziploc® Brand bag manufacturing, while our oldest company-owned wind turbine, at our European facility known as Europlant, generates 50 percent of the electricity for that facility.

Global Greenhouse Gas Reduction

GOAL: By 2016, reduce greenhouse gas emissions from SC Johnson global manufacturing sites 48% versus our 2000 baseline.*



* Indexed to production.

Global Renewable Energy

GOAL: By 2016, use 33% renewable energy globally.



Working to Make Life Better

Again in 2014/15, SC Johnson continued working to help make life better for families around the globe. The company and its charitable foundation, SC Johnson Giving, Inc., share a decades-long legacy of contributions and support.

In the last 10 years alone, SC Johnson has made thousands of charitable contributions in the United States and abroad, with contributions exceeding \$235 million. Through a partnership with Feeding America, we also donate hundreds of thousands of branded products each year to NGOs and people in need across the United States.

2014/15 Global Contributions by Category



Health & Wellness **24%**
Community & Economic Development **21%**
Social Services **16%**
Education **15%**
Sustainability & Environment **9%**
Arts, Culture & Humanities **8%**
Product Contributions **6%**

Excludes miscellaneous subsidiary contributions and funding for The Johnson Foundation.

Partnerships that Make an Impact

A key element of helping families around the globe is supporting research and initiatives that tackle some of the most critical challenges families face. That's why, for example, we are several years into a collaboration with the Bill & Melinda Gates Foundation, sponsoring mosquito-borne disease prevention projects.

It's also why, since 2009, we have supported the Rwanda Pyrethrum Program with the U.S. Agency for International Development (USAID) and the Borlaug Institute for International Agriculture at Texas A&M University. This program



Maria Nyirambonizanye and her husband are among the farmers helped by the Rwanda Pyrethrum Program.

worked to help Rwandan farmers increase production and quality of pyrethrum — a natural insecticide harvested from flowers across northern Rwanda — in an effort to boost incomes and raise standards of living.

Creating Enduring Opportunities

When the Rwanda Pyrethrum Program wrapped up in June 2015, pyrethrum production in Rwanda had increased 371 percent and the value to farmers had increased to more than \$1.5 million in 2015. More than 5,000 farmer families were assisted by the program, receiving intensive training in farming and business best practices, as well as increased access to new technologies identified through research on pyrethrum production, soil fertility and pest management.

The program also sought to empower female farmers and afford them equal access to decision-making and profit sharing. Maria Nyirambonizanye, a member of a group of 82 female pyrethrum farmers who organized a savings group through the program, said that her family's finances improved significantly. "I do not struggle anymore wondering where school fees are going to come from," she explained.

During the last phase of the partnership, responsibility and organization of the program were transferred to local partners to ensure that the pyrethrum farmers and their communities will continue to benefit for years to come.

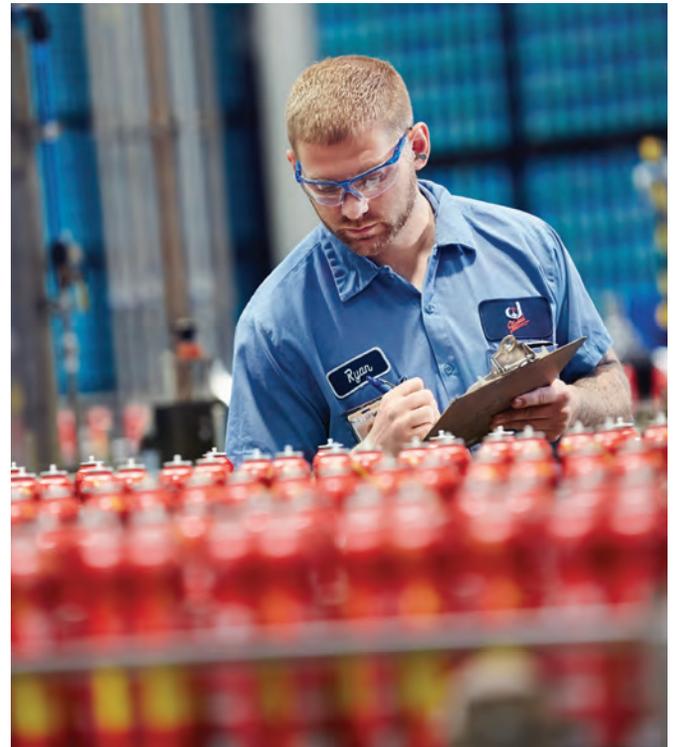
Offering Great Workplaces

When you're a family company, ensuring the safety of the people who work at the company takes on an even higher meaning. Safety is of the utmost importance, and we back up this belief with a robust global safety infrastructure that includes operating systems, policies, rewards and recognition for identifying and reducing risks, and employee ownership through a formal Employee Driven Safety program.

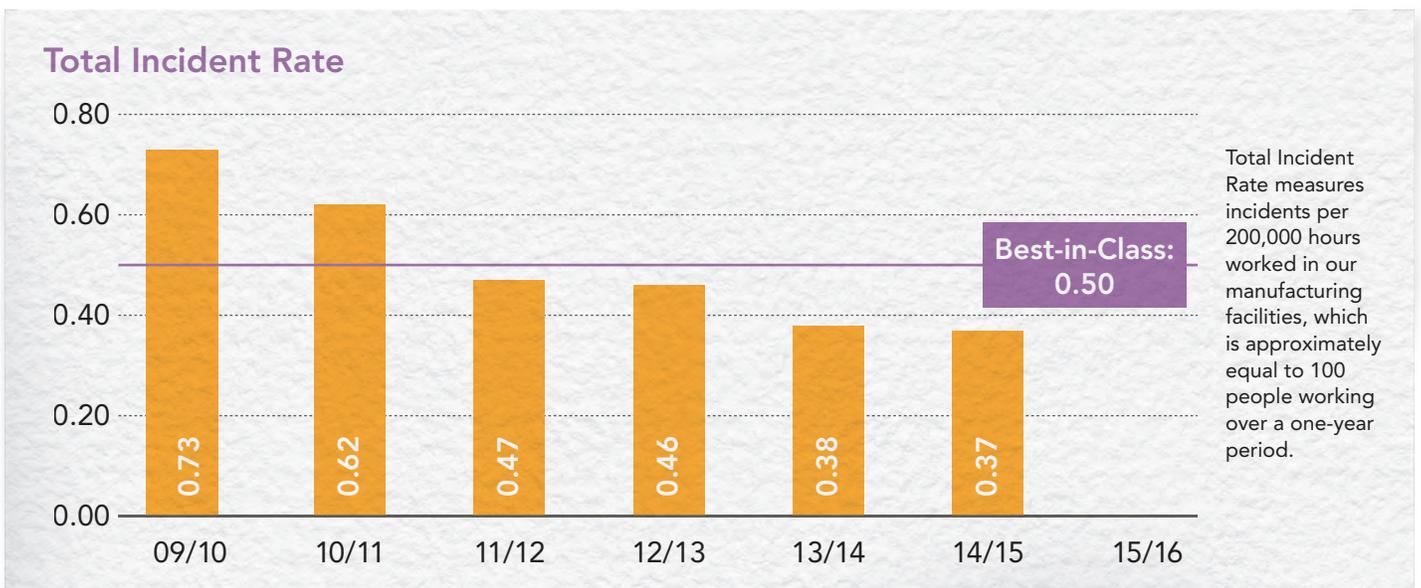
In 2014/15, our total incident rate reached a new low of 0.37. This equates to 0.37 incidents per 200,000 work hours, which is approximately equal to 100 people working over a one-year period. The industry-best-practice norm is 0.50.

At SC Johnson, we also work hard to create a culture of respect and fairness, and give people reasons to be proud to work here. Among the employment-related honors SC Johnson received over the last 18 months, in September 2015 the company was recognized for the 27th time as one of the "100 Best Companies for Working Mothers" by *Working Mother* magazine. In November 2014, for

the 13th year, we were recognized by the Human Rights Campaign Corporate Equality Index. And, in October 2014, SC Johnson was named 12th among the World's Best Multinational Workplaces by the Great Place to Work® Institute.



At SC Johnson, we work hard to create a culture of respect and fairness.





Our Connections Help Build Trust

We work hard to talk transparently about the choices we make and to advocate for advances within our industry.

Continually Raising the Bar on Transparency

In 2014/15, SC Johnson invested significant time and resources in continuing to expand our North America ingredient disclosure and build trust with consumers.

Our journey began back in 2008, when we started developing an ingredient disclosure program that went beyond industry guidelines to disclose all ingredients for our U.S. home cleaning and air care products, including dyes, preservatives and fragrance ingredients.

We launched our first ingredient website in 2009, with the commitment that we would do more than simply list ingredient names. We would be a resource to families — educating about ingredient choices and providing

explanations of the function of different ingredients in our products.

Since then, we have invested in numerous enhancements, including launching a site for Canadian products (2009), introducing a Spanish-language U.S. site (2010), phasing in enhanced ingredient definitions (2011), communicating our entire palette of potential fragrance ingredients (2012), and adding pest control and other products containing active ingredients registered with the U.S. EPA to our U.S. site (2013).

Turn the page for information about our next step: product-specific fragrance disclosure.

SC Johnson Fragrance Palette

Many companies develop their fragrances from a list of approximately 3,100 materials that are used in fragranced consumer goods worldwide. The International Fragrance Association (IFRA) publishes a list of these ingredients along with standards for our industry. We start with the IFRA list, and then apply our own internal requirements. This excludes more than half the potential ingredients because they either don't meet our internal criteria or have insufficient toxicological data to meet our minimum data requirements. The remaining 1,300 form the palette of ingredients that we require our suppliers to use in creating new SC Johnson fragrances or reformulating existing ones.

Here are examples of some of the ingredients we restrict from our fragrance palette:

- Acetaldehyde
- Allyl isovalerate
- Armoise oil
- BHA
- Bumetrizole
- Cresol
- Crotonaldehyde
- Diacetyl
- Dihydroxycoumarin
- Estragole
- Furfural
- Geranyl nitrile
- Hydroquinone (1,4-Dihydroxy benzene)
- Methyl eugenol
- Moskene
- Musk ambrette
- Musk ketone
- Musk xylene
- Ocotea cymbarum oil
- Phenol
- Pulegone
- Quinolone
- Sassafras oil
- Safrole
- Styrene
- Toluene
- Triethanol amine
- 2-nonanone
- 2,3-pentanedione
- 2,4-hexadienal

See our SC Johnson Fragrance Palette and learn more about our fragrances at: whatsinsidescjohnson.com/us/en/fragrances-you-can-trust

New in 2015: Product-Specific Fragrance Disclosure

In June 2015, SC Johnson became the first major consumer packaged goods company to offer product-specific fragrance disclosure, starting with the **Glade®** brand in the United States and Canada. Additional brands, such as **Pledge®** and **Windex®**, have rolled out since.

We had already been publishing our full list of approved fragrance ingredients for several years. Fragrance suppliers consider their unique fragrance recipes to be proprietary information, so it can be difficult to share this information. However, knowing that transparency is important to the families who use our products, we negotiated with our

“Transparency is key to earning trust. There are few substitutes for laying it out for public scrutiny.”

– SC Johnson Chairman and CEO Fisk Johnson

suppliers and gained agreement to publish our SC Johnson Fragrance Palette online in 2012.

Now, the company has introduced next-level fragrance disclosure, having again worked with suppliers to reach an expanded disclosure agreement that covers sharing most, but not all, fragrance ingredients. Consumers can go to **whatsinsidescjohnson.com** and see the majority of the fragrance ingredients in many U.S. and Canada products.

Our Disclosure Model

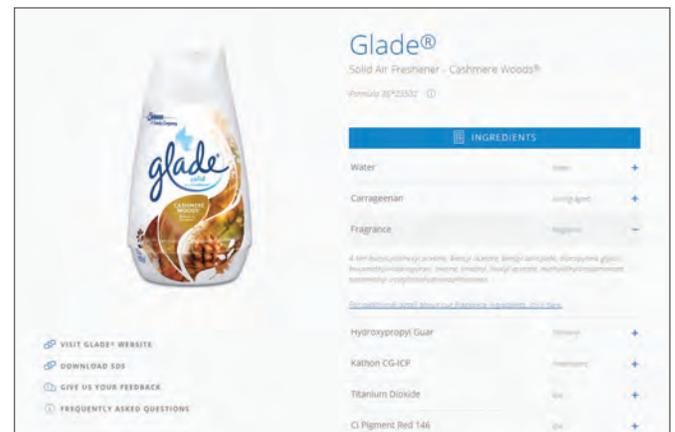
Our goal is to provide the longest list of fragrance ingredients that we can, while upholding our agreements with our fragrance suppliers. With this in mind, we negotiated a couple of disclosure options:

1. Our goal is to list all fragrance ingredients down to .09 percent of the total product formula. For many products, this will give a very significant list of ingredients and cover the majority of them.
2. But in some cases, because the amount of fragrance in a total product is so small, even disclosing 99.91 percent of the total product formula doesn't provide that much



Glade® Sense & Spray Refill: Clean Linen®

Disclosing fragrance ingredients down to .09 percent of this total product formula enables us to share 21 fragrance ingredients, which is the better option versus sharing the top 10.



Glade® Solid: Cashmere Woods®

Disclosing fragrance ingredients down to .09 percent of this total product formula doesn't provide many ingredients, so we go a step further and list the top 10 fragrance ingredients even though that goes beyond the 99.91 percent planned disclosure.



information. In this case, we've committed to list the top 10 fragrance ingredients, provided there are at least 20 fragrance ingredients present.

Disclosing down to .09 percent of a total product formula is the equivalent of disclosing 9,999 parts out of 10,000. Proportionately, this is comparable to walking all but 4.8 feet of a mile or giving away all but 9 cents of a \$100 bill.

Importantly, we hope to continue working with our suppliers to further expand the amount of fragrance information we can share, ultimately aiming to reach 100 percent.



Glade® PlugIns® Scented Oil Refills: Red Honeysuckle Nectar™

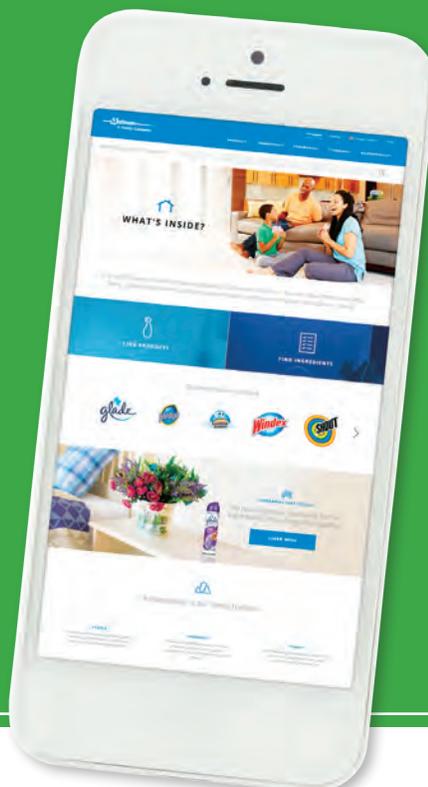
Disclosing fragrance ingredients down to .09 percent of this total product formula enables us to share 46 fragrance ingredients, which is the better option versus sharing the top 10.

Keeping Up With Consumer Needs

2015 also brought the launch of the second major redesign of SC Johnson's ingredient communication site, whatsinsidescjohnson.com, since its launch in 2009. Both in 2011 and 2015, our redesign processes included consumer focus groups that helped update the site and make it more useful for consumers.

The newest iteration has an updated look, easy navigation and robust FAQs, and is mobile-friendly to allow consumers to access the site anywhere they need it, including in stores.

In addition, in the coming months, we will expand ingredient disclosure to Europe with the launch of an EU ingredient communication site. It will contain content similar to the North American site.



Generating Dialogue, Advocating for Change

Another way that SC Johnson makes connections that help consumers is by generating dialogue about product ingredients and advocating for change where it's needed.

The Importance of Chemical Reform

Beyond the decades SC Johnson has spent refining our own internal standards, we have been advocating about the need for chemical reform at the national level. In 2011, Kelly Semrau, Senior Vice President – Global Corporate Affairs, Communication and Sustainability for SC Johnson, testified on behalf of the company before the U.S. Senate Environment and Public Works Committee about the need to modernize the Toxic Substances Control Act (TSCA).

Since then, we have worked hard to help build bipartisan support for legislation to modernize TSCA, meeting with numerous lawmakers and their staffs in both political parties. This kind of advocacy helped ensure that a majority of the U.S. Senate became co-sponsors of the Frank R. Lautenberg Chemical Safety for the 21st Century Act (S. 697). Collective advocacy efforts led to overwhelming passage of a bipartisan TSCA reform bill in the House of Representatives by an impressive vote of 398 to 1, and in the Senate by voice vote. We look forward to conference report being approved by both houses and signed into law.

We also worked with the non-governmental organization Environmental Defense Fund to convey to key legislators our shared support for reforming and strengthening TSCA. We believe this was important to demonstrate that the downstream chemical industry and the environmental community can come together to develop workable middle-ground solutions that address shortcomings in federal chemical management regulations.

Leadership from the Top

SC Johnson Chairman and CEO Fisk Johnson frequently speaks about the importance of transparency and chemical reform. At both the 2014 American Oil Chemists' Society World Conference in Montreux, Switzerland, and the 2014 Consumer Specialty Products Association Annual Meeting in the U.S., Johnson spoke about the critical need for our industry to build trust by being clear and

fact-based in environmental claims and advocating for better chemical regulation.

"The science on chemical safety is very complex and therefore easily misinterpreted and distorted. If we want to earn trust and credibility, we have to lay it all out there for scrutiny, address genuine safety concerns and uphold high standards," he said.

We believe the broad support of the business community and its leadership for giving the U.S. EPA enhanced authority to regulate chemicals has helped pave the way for successful legislative reform of TSCA.

Dialogue about Tough Decisions

At SC Johnson, we work hard to make sure when we create a new product, we are continually looking at the ingredients we use and whether they can be improved. But that doesn't mean it's always easy, and part of being transparent is having open dialogue about the tough choices, too.

In April, Chairman and CEO Fisk Johnson penned an article in *Harvard Business Review* about a time when we chose to put product sustainability ahead of profits, losing market share as a result. We believe this kind of transparency not only helps spotlight the complexity of ingredient choices, but also builds trust that as a company, we're making decisions for future generations.





Our Support Helps Legacies Endure

In every family, stories get passed from generation to generation. We believe in helping to protect what can inspire people into the future.

Frank Lloyd Wright (left)
and third generation
SC Johnson leader
H.F. Johnson Jr.



Supporting Architecture That Inspires

Since the opening of our Frank Lloyd Wright-designed Administration Building in 1939, architectural excellence has been a constant source of inspiration for the people of SC Johnson. Enduring brands such as **Raid®**, **Glade®**, **OFF!®** and **Pledge®** found their birthplace in our Wright-designed Research Tower, and our headquarters campus endures today as a breathtaking example of architectural innovation.

So, it's no surprise that SC Johnson has become an avid protector of the legacy of Frank Lloyd Wright, and invested in helping continue dialogue about the power of architecture and design to inspire.

First and foremost, we continue to invest extensively in the Wright buildings, including a recent eight-year, \$30 million restoration project that included opening the Research Tower for public tours for the first time.

In 2011, we made a long-term loan agreement with the Frank Lloyd Wright Foundation to display rarely seen Wright artifacts. *The SC Johnson Gallery: At Home with Frank Lloyd Wright*, which opened in 2012 at our global headquarters, has since housed exhibits featuring Wright's Prairie-style designs, his Usonian vision, "The Two Taliesins" and the rare Wasmuth Portfolio, a one-of-a-kind view into Wright's most famous works. All of these exhibits have been open to the public during our free tours.

“It is genuine American architecture, owing nothing to foreign inspiration, different from anything ever built in the world before.”

– *Life* magazine about the SC Johnson Administration Building, 1939

This past year, we signed on as the regional sponsor of the 2015 Chicago Architecture Biennial, the largest international survey of contemporary architecture in North America. This important event is not only a focal point for discussions about the future of the built environment, but also an opportunity to share our Wright treasures with even more architecture enthusiasts.

We sponsored free bus tours from Chicago throughout the Biennial to make it easy for visitors to experience Wright at SC Johnson, as well as our award-winning Foster + Partners-designed Fortaleza Hall, completed in 2010.



Honoring American Enterprise

For nearly 130 years, SC Johnson has pursued business ideals such as innovation, quality, integrity and growth. That's why we have been delighted to help support the creation of the new *American Enterprise* exhibition, which opened at the Smithsonian's National Museum of American History in Washington, D.C. in 2015.

As Chairman and CEO Fisk Johnson explained, "My great-great-grandfather started making wax products with a bathtub full of floor wax and with a commitment to innovation and a passion for opportunity. SC Johnson's story symbolizes the theme of 'American Enterprise' and we're proud of our role in American history and our part in this exhibition."

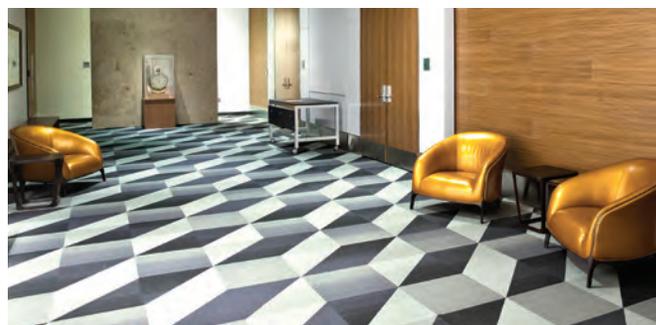
The exhibition offers a chance to explore the merchant, corporate, consumer and global eras of business history and learn about the inventors, entrepreneurs, marketers, regulators and others who brought America's business success to life. It is expected to run for 20 years, and SC Johnson is proud to be featured among its displays.

Inspiring Generations to Come

Even more important, our contribution to the Smithsonian helped create an opportunity for the future. The museum's new 3,300-square-foot SC Johnson Conference Center serves as a venue for educational outreach where scholars,

teachers and students can engage in discussion of historical topics that have relevance today. This dynamic space also serves as the setting for a variety of major museum activities.

Additionally, the state-of-the-art center provides the museum with the ability to broadcast nationally and internationally, reaching people around the world who are unable to visit the building in person. Museum educators and curators can engage directly with students and teachers on virtual "field trips," bringing interactive and exciting educational experiences to their classrooms.

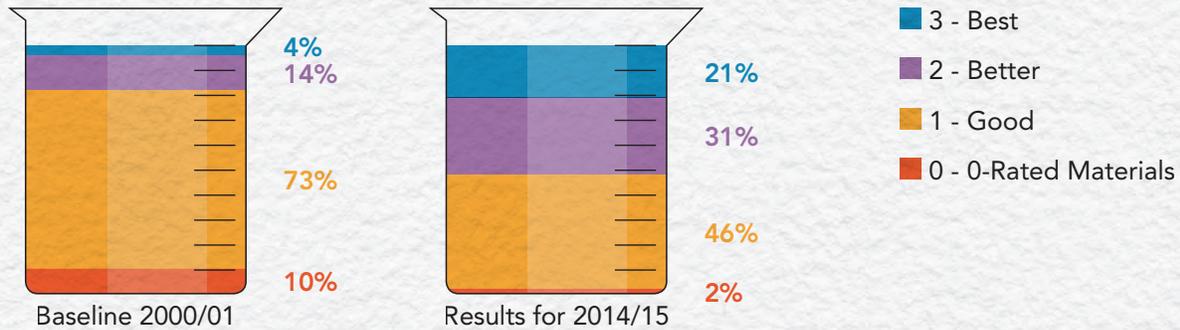


Media Guide

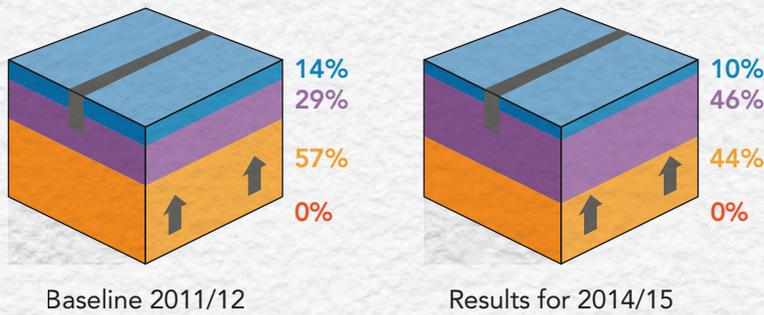
This quick reference media guide offers an overview of key results that SC Johnson shares in the 2015 Sustainability Report. To learn more about SC Johnson, visit scjohnson.com

Since 2001, we have increased our percentage of Better/Best chemistry, as rated by the SC Johnson Greenlist™ process, from 18 percent to 52 percent. Page 17.

Overall Improvement Since 2001*



Packaging Improvement Since 2012**



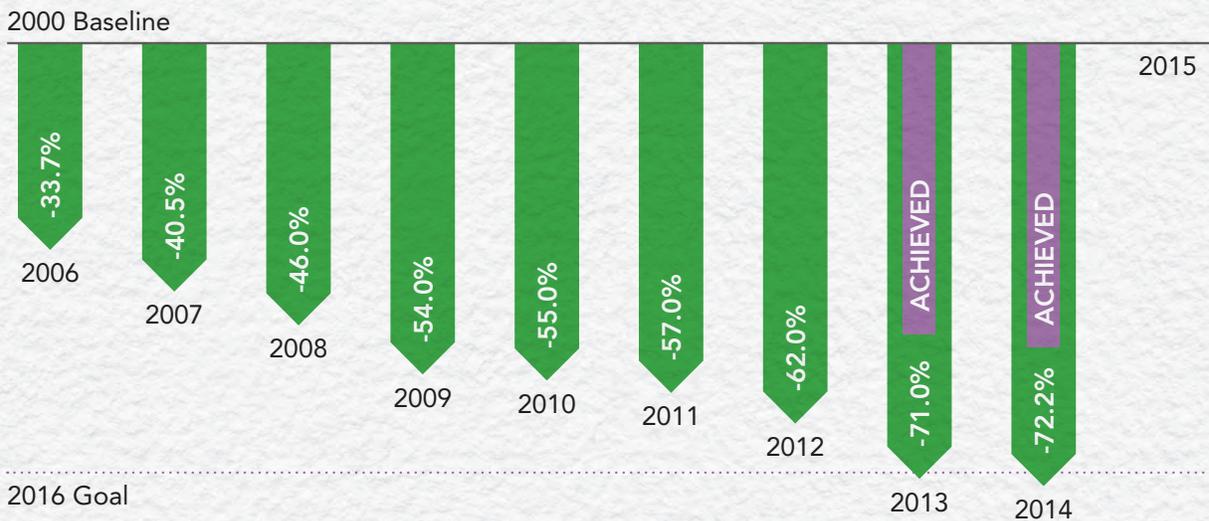
Rounded totals.

* As rated by our SC Johnson Greenlist™ process. 2014/15 results include chemical raw materials and packaging materials. The baseline year (2000/01) included only chemical raw materials.

** As rated by our SC Johnson Greenlist™ process.

We've cut our waste and emissions 72.2% since 2000. Page 18.

SC Johnson Global Manufacturing Waste Reduction*

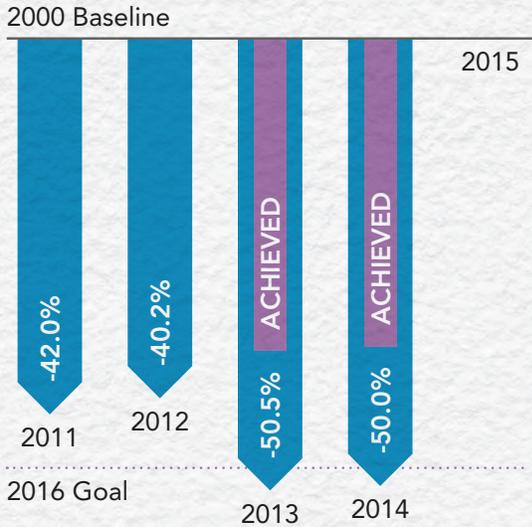


* Percent reduction in SC Johnson global manufacturing combined air emissions, water effluents and solid waste. Progress versus 2000 baseline as a ratio to production.

We surpassed our 2016 goal of reducing greenhouse gas emissions from SC Johnson global manufacturing sites 48% versus our 2000 baseline. Page 19.

Global Greenhouse Gas Reduction

GOAL: By 2016, reduce greenhouse gas emissions from SC Johnson global manufacturing sites 48% versus our 2000 baseline.*



* Indexed to production.

Global Renewable Energy

GOAL: By 2016, use 33% renewable energy globally.



In the last 10 years alone, our charitable contributions have exceeded \$235 million. Page 20.

2014/15 Global Contributions by Category

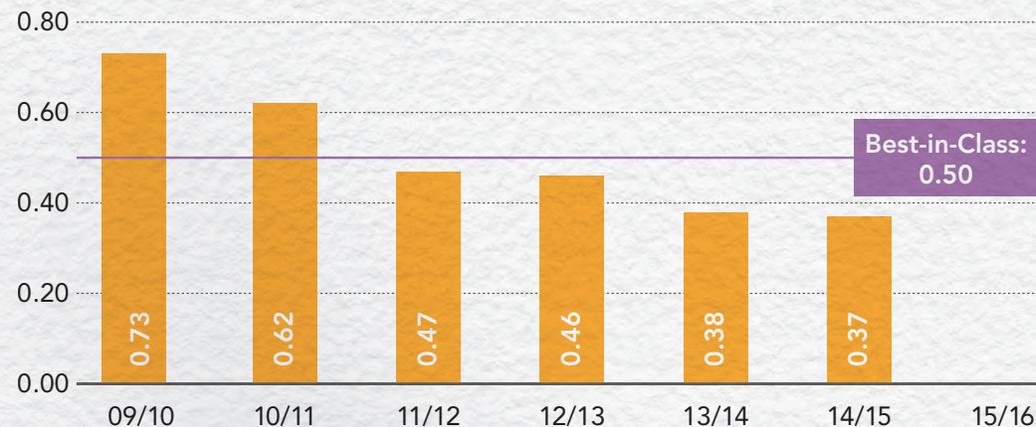


- Health & Wellness **24%**
- Community & Economic Development **21%**
- Social Services **16%**
- Education **15%**
- Sustainability & Environment **9%**
- Arts, Culture & Humanities **8%**
- Product Contributions **6%**

Excludes miscellaneous subsidiary contributions and funding to The Johnson Foundation.

Our global total incident rate of 0.37 is better than the industry best-in-class benchmark of 0.50. Page 21.

Total Incident Rate



Total Incident Rate measures incidents per 200,000 hours worked in our manufacturing facilities, which is approximately equal to 100 people working over a one-year period.



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