SC Johnson is in its 25th year of publicly reporting progress on our sustainability objectives. This 2016 report covers activity since July 2015, 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.
I was a teenager when my dad banned chlorofluorocarbons (CFCs) from SC Johnson products worldwide. The U.S. government had not yet confirmed there was reason to be concerned about CFCs, but there was enough evidence emerging that Dad felt the move was needed.

That’s the kind of decision that stays with you; at least, it stayed with me. Dad picked what was right over what was required. And he didn’t do it quietly — he held a press conference in New York City and urged the industry to move along with him.

This notion of going beyond what’s required has been a fundamental part of SC Johnson ever since. We make mistakes just like any other company, but we work hard to take action when it’s needed on behalf of the people who use our products and the industry we represent.

And when I look back at the past year, this theme is a steady drumbeat behind all our actions. From continually increasing ingredient transparency to providing support for families in need, we worked hard to go beyond.
A NEW DIALOGUE ON TRANSPARENCY

In February, our Glade® Fresh Citrus Blossoms collection became the first line from a major consumer packaged goods company to disclose 100 percent of fragrance ingredients down to the component level. This went significantly beyond those that disclose fragrances in aggregate, since fragrances — whether created or essential oils — contain tens or even hundreds of individual components.

Even more exciting to me personally, with this launch we also opened a dialogue about disclosure and “natural” products. It’s become trendy for people and companies to claim that their products are better because they are “natural” or contain “natural fragrances.” But the reality is that all fragrances, including essential oils, are complex mixtures of chemicals and natural doesn’t automatically imply better.

To hide behind marketing language of natural is, in my mind, to greenwash and to deny the scientific facts. We want the discussion about the facts to happen, so people can make informed choices and choose what is best for them and their families.

MAKING INGREDIENT INFORMATION MORE ACCESSIBLE

This year we expanded our ingredient disclosure program, launching it in Europe. SC Johnson already was going further than many other companies by disclosing product ingredients, including fragrance ingredients, on our whatsinside.scjohnson.com site in North America. Since May, we have added 29 European countries and have 24 languages, with more to come.
educate about mosquito bite prevention, to committing at least $15 million in product and resource donations this year to support those in need.

As a father myself, I wish the Zika virus, as well as malaria and dengue, would just disappear. The effects these diseases have on families are devastating. But as long as the threat is there, I’m grateful that we can put our decades of mosquito research and expertise to work and try to help.

It would be easier not to take these steps — not to push boundaries on transparency, or invest in disclosure, or give away products in a year when demand is so high. But our commitment for generations has been to do what’s right, not just what’s required, and that’s a commitment I’m honored to share with the people of SC Johnson.

When we focus together on going beyond, there are many exciting opportunities ahead.

This notion of going beyond what’s required has been a fundamental part of SC Johnson.

H. Fisk Johnson, Ph.D., Chairman and CEO
A MESSAGE FROM THE CHIEF SUSTAINABILITY OFFICER

Trust. It is not handed out; it has to be earned every day. Unfortunately, a 2016 study shows that only 53 percent* of the general population trusts business to do what’s right.

I am so proud to be part of a company that has always worked hard to be on the right side of that sentiment. For us, doing the right thing is about being responsible, ethical and always mindful that we’re part of something bigger.

As SC Johnson’s chief sustainability officer, I have a seat at the table for our most critical business decisions, from products and packaging, to operations and corporate responsibility. We aim to go beyond mere compliance and lead the way, and even to disrupt the industry at times, like this past year when we disclosed 99.9 percent of fragrance ingredients, a level of transparency no one else in our industry has matched.

We self-regulate through our internally developed SC Johnson Greenlist™ process, continuously holding ourselves accountable and improving the safety and environmental profile of our product chemistry and product packaging. And we are committed to being even more transparent about the criteria we use in our Greenlist™ process to evaluate and score our ingredients and packaging materials moving forward.

I am energized by the opportunity to help carry on SC Johnson’s legacy of making life better for families around the world, and to continuously elevate what it means to be a sustainability leader. I hope you find this report helpful in better understanding our commitment, accomplishments and plans for continually improving our ability to be more sustainable and serve the greater good.

Kelly M. Semrau, Senior Vice President –
Global Corporate Affairs, Communication and Sustainability

*According to the 2016 Edelman Trust Barometer
WHO WE ARE

As a private family company, SC Johnson goes beyond the expected for household consumer product companies — prioritizing sustainability, creating trusted products, being an inspiring workplace and leading in transparency.
GLOBAL REACH

SC Johnson global headquarters in Racine, Wis.

13,000 global employees

160+ countries where products are distributed

$10 billion annual sales
STAKEHOLDERS

EMPLOYEES
Great Place to Work
PAGE 34

CUSTOMERS & PARTNERS
Responsible Sourcing
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CONSUMERS
Ingredient Transparency
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NGOS
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GENERAL PUBLIC
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NEIGHBORS
SC Johnson Giving, Inc.
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Protecting Against Mosquitoes
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PORTFOLIO

HOME CLEANING
Duck®, Mr Muscle®, Pledge®, Scrubbing Bubbles®, Windex®

HOME STORAGE
Ziploc®

PEST CONTROL
Autan®, Baygon®, OFF®, Raid®

AIR CARE
Glade®

SHOE CARE
Kiwi®

PROFESSIONAL
Deb Group

“TOGETHER, WE ARE PART OF SOMETHING LARGER.”
– Sam Johnson, 4th generation SC Johnson leader
RECENT MILESTONES

Named a **TOP 50 MOST REPUTABLE CONSUMER COMPANY** by Reputation Institute

Named to Fortune’s list of the **25 MOST IMPORTANT PRIVATE COMPANIES**

Announced **$15 MILLION DONATION** to help protect families from mosquitoes that may carry disease

Achieved **ZERO MANUFACTURING WASTE-TO-LANDFILL** at 11 manufacturing sites on four continents

**Earned 100%** on the Human Rights Campaign **CORPORATE EQUALITY INDEX**

Introduced the industry’s first **100% FRAGRANCE TRANSPARENCY** air care collection

Recognized by the **GREAT PLACE TO WORK® INSTITUTE** in 12 countries and regions

**Ranked 26 OUT OF 100 FOR CORPORATE RESPONSIBILITY IN ARGENTINA** by reputation monitor, MERCO

Recognized by President Obama at the White House signing ceremony for our advocacy for **TSCA REFORM**

**Ziploc® named MOST TRUSTED** consumer packaged goods brand by U.S. women

Participated in a **U.S. SENATE HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS COMMITTEE ROUNDTABLE** on Zika

Expanded our industry-leading **GLOBAL INGREDIENT TRANSPARENCY PROGRAM** to Europe

**Named one of the 100 BEST COMPANIES** to work for by *Working Mother* magazine

Received a **2016 GREEN POWER LEADERSHIP AWARD** from the U.S. Environmental Protection Agency
At SC Johnson, we know families want products that work, made of ingredients they can trust. We are rigorous in our science-based principles for ingredient selection, and we work hard to be clear and communicate about them openly.
CHALLENGING THE STATUS QUO

For generations, SC Johnson has gone beyond the status quo, pushing for reforms in chemical transparency and leading our industry in doing what’s right for people and the planet. With every decision, we are actively working to earn the confidence of the families who use our products around the world.

This was seen in our 1975 decision to voluntarily eliminate chlorofluorocarbons (CFCs) from aerosols years before the U.S. government required all companies to do so. And instead of waiting for regulations to catch up, we started eliminating ingredients that didn’t live up to our standards, like paradichlorobenzene (PDCB) in 1993 and polyvinyl chloride (PVC) in 2002. We continued to take that further in 2001 when we formalized our internally developed Greenlist™ ingredient selection process for evaluating raw materials based on their environmental impact. This program has resulted in more than 50 percent of better/best-rated ingredient use to date.

Over the years, one thing has never changed: Acting in the best interest of our consumers, beyond requirements and industry standards, is a promise we stand by every day.

“When we eliminated ingredients, we gained a surer sense of who we are as a company and what we want SC Johnson to represent.”
– Fisk Johnson in the Harvard Business Review

OVERALL IMPROVEMENT SINCE 2001*
Rounded totals

* As rated by our SC Johnson Greenlist™ process. 2015/16 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.
In February, SC Johnson once again took an unprecedented step by launching the Glade® Fresh Citrus Blossoms air care collection with 100 percent fragrance ingredient transparency, down to the component level. This goes beyond those companies that disclose natural fragrances or essential oils in aggregate, even though natural fragrances contain tens or even hundreds of individual components that go undisclosed.

Like all fragrances, natural fragrances are made up of chemical components such as acids, aldehydes, esters, ketones and terpenes produced by nature and processed by physical and chemical means.

Still today, natural fragrances remain in a black box, with no transparency for consumers by the companies that...
EXCLUSIVE FRAGRANCE PALETTE
Many companies work from a list of about 3,000 fragrance molecules deemed safe by the International Fragrance Association (IFRA). For SC Johnson however, IFRA’s criteria does not go far enough.

Our approved fragrance list includes only about 40 percent of these 3,000 ingredients, which have all been through our rigorous review process and confirmed to meet our internal criteria, have sufficient toxicological data to meet our minimum data requirements and are used by our suppliers in creating fragrances.

The end result is SC Johnson’s Exclusive Fragrance Palette, published at whatsisidescjohnson.com.

Here are a few examples of IFRA approved ingredients found in competitive products that we restrict:
- Acetaldehyde (carcinogen)
- Estragole (carcinogen)
- Methyl eugenol (carcinogen)
- Musk ketone (potential PBT properties)

use them. For example, cinnamon essential oil contains myrcene, estragole, methyl eugenol and safrole, which are listed on California Proposition 65 and have been raised as ingredients of concern when used at significantly higher concentrations. In fact, the chemical myrcene — a sedative in large enough concentrations — is found in many common essential oils such as grapefruit, lemon, rosemary and lemongrass. And lilac leaf, another common essential oil, includes estragole and methyl eugenol — both carcinogens in large enough concentrations.

The presence of these chemicals does not mean fragrances are unsafe, as the concentrations are so low they pose no threat. Yet they do occur, and under current regulations, essential oils get a pass for disclosure. Instead, companies only have to list the essential oil and not the oil’s chemical components. If natural products did have to list components for rose oil, for example, more than 60 individual components would need to be added to the product label. Some of these components are known toxins and carcinogens at certain levels.

By raising the bar on transparency — even for so called “natural” fragrances — we hope to start an important conversation in our industry, and with consumers. Being transparent is simply the right thing to do, and we believe all companies owe that to the families who use their products.
In another industry first, this year SC Johnson expanded our ingredient transparency program to Europe. We are the first major consumer packaged goods company to list specific fragrance ingredients for products sold across Europe.

For many years in Europe, companies selling products such as air fresheners, household cleaners and pest repellents have had to list product ingredients online to meet regulations. But the challenge for consumers has been the ease of access and ease of use of these sites. SC Johnson conducted a survey earlier this year which revealed that less than one-third of consumers in Europe believe they have sufficient information about ingredients in these type of products.

We felt it was important to go beyond European regulatory requirements with our whatsisinside.scjohnson.com website. It has been created with easy-to-understand lists of ingredients for thousands of SC Johnson products,

“We believe consumers should know a product’s ingredients so they can make educated choices about what they bring into their homes. Providing ingredient transparency allows for straightforward dialogue about specific ingredients.”

– Fisk Johnson
A FORCE FOR GOOD

Under the leadership of Chairman and CEO Fisk Johnson, we’ve worked hard to make significant strides in championing ingredient disclosure and transparency. Recognizing the company’s achievements and leadership, the Committee Encouraging Corporate Philanthropy (CECP), founded by actor and philanthropist Paul Newman, awarded Fisk the Founders Force for Good Award. This award is given to leaders who make corporate societal engagement a priority in their companies and communities.

Fisk was honored for his ongoing commitment to transparency and sustainable business strategies, including SC Johnson’s industry-leading ingredient and fragrance disclosure programs and our internally developed Greenlist™ process.

as well as background information on why certain ingredients are used. Products are pictured and organized by country and brand, making it easy for consumers to find what they’re looking for in just a few clicks. Asia and Latin America are up next.

SC Johnson’s leadership in this area has been applauded by our stakeholders, including government officials, retailers and prominent non-government organizations. But at the end of the day, trust and confidence from consumers is the ultimate reward.

Great transparency initiative by @SCJohnson: All ingredients in their European products disclosed, fragrances too whatsinidescjohnson.com – @chemsec
Here’s a look at how our ingredient disclosure model differs from the industry model.

### 2009

<table>
<thead>
<tr>
<th>INDUSTRY MODEL</th>
<th>SC JOHNSON MODEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>All ingredients disclosed</td>
<td>All ingredients disclosed</td>
</tr>
<tr>
<td>Preservatives listed as “preservative”</td>
<td>PLUS Preservative ingredients listed specifically</td>
</tr>
<tr>
<td>Dyes listed as “dye”</td>
<td>PLUS Dye ingredients listed by trade name</td>
</tr>
<tr>
<td>Fragrance listed as “fragrance”</td>
<td>PLUS Fragrance ingredients in a listing of all ingredients that could potentially be included in the fragrance — to protect proprietary details of individual fragrance formulations, which are trade secrets</td>
</tr>
<tr>
<td>Ingredients listed on product label OR website OR via phone</td>
<td>Ingredients listed on product label</td>
</tr>
<tr>
<td></td>
<td>PLUS On website</td>
</tr>
<tr>
<td></td>
<td>PLUS Via toll-free phone number</td>
</tr>
<tr>
<td>Ingredients listed using INCI, IUPAC, CAS or common chemical name</td>
<td>Ingredients listed using INCI, IUPAC or functional descriptor</td>
</tr>
<tr>
<td></td>
<td>PLUS Focusing on a single nomenclature where possible (INCI)</td>
</tr>
<tr>
<td></td>
<td>PLUS Labels use consumer-understandable terms</td>
</tr>
<tr>
<td></td>
<td>PLUS Website and phone listings connect consumer-understandable terms with INCI names</td>
</tr>
<tr>
<td>No further education about ingredients required</td>
<td>PLUS Ingredients defined with an explanation of their purpose in the product</td>
</tr>
<tr>
<td>U.S. focused with English language information</td>
<td>U.S. focused with English language information</td>
</tr>
<tr>
<td></td>
<td>PLUS Spanish language information on website</td>
</tr>
<tr>
<td></td>
<td>PLUS Participation by SC Johnson Canada including English and French information about Canadian products</td>
</tr>
<tr>
<td>Compliance by 1/1/2010</td>
<td>Compliance with industry parameters by 1/1/2010</td>
</tr>
<tr>
<td></td>
<td>PLUS Completion of SC Johnson model by 1/1/2012</td>
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</table>
### Building Consumer Trust with Transparency

(Continued)

#### 2012

<table>
<thead>
<tr>
<th><strong>INDUSTRY MODEL</strong></th>
<th><strong>SC JOHNSON MODEL</strong></th>
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</thead>
<tbody>
<tr>
<td>Select companies disclose fragrance palette</td>
<td>Launch of SC Johnson Fragrance Palette</td>
</tr>
</tbody>
</table>

#### 2014

<table>
<thead>
<tr>
<th><strong>INDUSTRY MODEL</strong></th>
<th><strong>SC JOHNSON MODEL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Select companies disclose product specific allergens</td>
<td>Published a comprehensive list of restricted ingredients for use in our product development process. While most met legal and regulatory requirements, they simply did not meet our standards.</td>
</tr>
</tbody>
</table>

#### 2015

<table>
<thead>
<tr>
<th><strong>INDUSTRY MODEL</strong></th>
<th><strong>SC JOHNSON MODEL</strong></th>
</tr>
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<tbody>
<tr>
<td><strong>PLUS</strong> Launched product-specific fragrance disclosure that shares more than 99.9 percent of ingredients in most product formulas</td>
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</table>

#### 2016

<table>
<thead>
<tr>
<th><strong>INDUSTRY MODEL</strong></th>
<th><strong>SC JOHNSON MODEL</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>PLUS</strong> Launched Europe ingredient transparency program and product-specific fragrance transparency that shares more than 99.9 percent of ingredients in most product formulas</td>
<td></td>
</tr>
<tr>
<td><strong>PLUS</strong> Glade® Fresh Citrus Blossoms collection launched with disclosure of 100 percent of fragrance ingredients down to the component level</td>
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</table>
After many years of SC Johnson advocating for reform of the 40-year-old Toxic Substances Control Act (TSCA), the Frank R. Lautenberg Chemical Safety for the 21st Century Act was signed into law on June 22. This new legislation helps protect families and increase confidence in chemical safety.

“This legislation is a win for families and I am thrilled to see it finally approved. This modernization of TSCA raises the standard for all companies and can help provide the public with confidence that the products they use in their homes are safe for their intended uses.”

– Fisk Johnson in applauding the reform

U.S. President Barack Obama invited the company to attend a White House signing ceremony in June, at which time he singled out SC Johnson for leadership in championing this reform.

“I’m absolutely confident that we can regulate toxic chemicals in a way that’s both good for our families and, ultimately, good for business and our economy, because nobody can innovate better than folks here in this country and our businesses,” said President Obama. “We’ve got a lot of industry leaders here today who’ve pushed hard for this law, and I want to give them credit, from the American Chemistry Council to SC Johnson, because they know that it gives them the certainty they need to keep out-innovating and out-competing companies from other parts of the world.”

We are also proud to have joined others this year as a charter member of the American Cleaning Institute’s (ACI) Charter for Sustainable Cleaning. This is a voluntary initiative by the cleaning products industry to promote and demonstrate continual assessment, review and improvement in sustainability performance at major stages of the product lifecycle.

These are just a few of the many ways we are going beyond to make sure families have the information and transparency they need to make educated decisions about what they bring into their homes. Our commitment to social responsibility, lobbying for stricter
chemical regulations and longstanding reputation as a family company has earned SC Johnson many accolades, including this year’s ranking in *Fortune*’s inaugural list of the 25 Most Important Private Companies.

**TRANSPARENCY IN OUR SUPPLY CHAIN**

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.

We expect that same commitment of our suppliers and business partners around the world and in 2015, we communicated a revamped set of standards to all of our direct global suppliers. These providers of raw materials, packaging and manufacturing services are required to certify their compliance with the detailed criteria listed within our Supplier Code of Conduct.

Our program operates on a risk-based, annual cycle of surveying and auditing suppliers regarding their practices around human rights and labor; safety, health and environment; sustainability; and business ethics. Each year we will reach a targeted amount of suppliers with surveys and subsequent on-site audits, with an increasing number of suppliers going through the program each year as it matures. Where opportunities are identified, such as emergency preparedness and expired permits, we are partnering with suppliers to remediate the concern and meet or exceed compliance levels. Through this program, we want to help ensure that supplier’s employees are treated fairly, work in healthy and safe conditions, and that everyone goes home safe to their families.

SC Johnson maintains a confidential, 24-hour-a-day, seven-day-a-week Ethics and Compliance Hotline to report issues. More information about our commitment to responsible sourcing is available online at scjohnson.com/supplychaintransparency.
CREATING A POSITIVE ENVIRONMENTAL LEGACY

SC Johnson has always believed in standing for something more. We believe it is our responsibility as a neighbor in communities around the world to go beyond what’s required, and to take care of the environment for future generations.
WORKING FOR THE GREATER GOOD

We've been setting, publishing and surpassing environmental goals for over two decades. SC Johnson's definition of success has never been bound to profits or products alone, but to operating responsibly with an eye on the greater good.

From a rigorous process to restrict the use of certain chemicals, to waste reduction efforts and strong support of industry sustainability policies, environmental protection is prioritized in all aspects of our business. As a member of the Consumer Goods Forum (CGF), SC Johnson has fully aligned our 2020 commitments and internal policies with the CGF Pulp, Paper and Packaging Guidelines as well as sustainable palm oil sourcing. We are working with our suppliers, stakeholders and partners to achieve this goal.

We are energized by our commitment to operate more efficiently, reduce packaging, increase recyclability and eliminate waste in our operations whenever and wherever we can.

---

**SC JOHNSON CARBON FOOTPRINT SUCCESSES**

- **51.7%**
  - Reduction in greenhouse gas emissions for worldwide factories since 2000

- **32.7%**
  - Use of global energy from renewable sources

- **76.0%**
  - Reduction in global manufacturing waste since 2000

Years of transparency and reporting of our environmental goals and actions
SEEDING SUSTAINABILITY THROUGH OUR OPERATIONS

This report marks the completion of our latest five-year environmental plan, and we have made great strides against our 2000 baseline. We are continuously working to eliminate waste before it is generated, and to redirect waste that does occur in environmentally responsible ways.

We had set an ambitious goal of reducing global manufacturing waste by 70 percent by 2016, and reached that target three years ahead of schedule. Today, we have less than 0.5 kilograms of manufacturing waste per 100 kilograms of product shipped.

Driving forces behind these efforts are our “Green Teams” located at our facilities around the world. These groups of sustainability-minded individuals are vigilant in their efforts to preserve and protect

“\textit{It is our responsibility as a global company to make good choices for business and the environment. We are committed to using natural resources wisely so that we may help sustain them for future generations.}”

– Fisk Johnson

<table>
<thead>
<tr>
<th>Year</th>
<th>SC JOHNSON GLOBAL MANUFACTURING WASTE REDUCTION*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Baseline</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>-33.7%</td>
</tr>
<tr>
<td>2007</td>
<td>-40.5%</td>
</tr>
<tr>
<td>2008</td>
<td>-46.0%</td>
</tr>
<tr>
<td>2009</td>
<td>-54.0%</td>
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<tr>
<td>2010</td>
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<td>2013</td>
<td>-71.0%</td>
</tr>
<tr>
<td>2014</td>
<td>-72.2%</td>
</tr>
<tr>
<td>2015</td>
<td>-76.0%</td>
</tr>
</tbody>
</table>

2016 Goal

* Percent reduction in SC Johnson global manufacturing combined air emissions, water effluents and solid waste. Progress versus 2000 baseline as a ratio to production.
the Earth’s critical resources, comply with all regulations, and follow best practices to conserve resources and advance sustainability initiatives. They focus on finding opportunities to deliver energy, waste and water reduction at all of SC Johnson’s global manufacturing sites.

Across the company, these teams are helping advance and educate about sustainability opportunities through process changes, loss elimination and in aspects of everyday operations. Together, SC Johnson operations teams have uncovered and implemented new and innovative ways to reduce emissions and divert solid waste from landfills.

**EMISSIONS REDUCTION IN BRAZIL**

**SITUATION:** Our trucks had a three-stop route, moving new pallets to our manufacturer, full ones to our distribution center and used pallets back to our logistics provider.

**ENVIRONMENTAL OPPORTUNITY:** Maximize trailer capacity, and reduce fuel and emissions.

**SOLUTION:** The team in Brazil worked out a way to effectively eliminate one of the three stops, reducing the number of trucks needed, amount of unused space and overall distance traveled.

**RESULTS:** Implemented in 2015, this change is expected to deliver annual savings of more than 1,700 liters of fuel and a 50 percent reduction in carbon dioxide emissions.

**CREATIVITY BRINGS REUSE TO INDONESIA**

**SITUATION:** The manufacturing process at our Surabaya, Indonesia, plant resulted in thousands of used metal drums being crushed and incinerated.

**ENVIRONMENTAL OPPORTUNITY:** Reduction of emissions and material waste.

**SOLUTION:** The Surabaya team partnered with a local recycling company to refurbish the drums for reuse in recycling and trash collection in the open market.

**RESULTS:** SC Johnson Indonesia diverted 14.6 tons of waste (more than 7,500 drums) from incineration to reuse — exceeding their waste emissions goal by 50 percent in 2015 alone.
OUR JOURNEY TO ZERO LANDFILL

To date, we have transitioned one-third of our global production sites, including office and manufacturing, to zero waste-to-landfill operations. An additional 12 percent of production sites are zero manufacturing waste to landfill. To achieve zero landfill status, sites are required to reuse, recycle or eliminate material that would otherwise be sent to a landfill. For waste that cannot be reused, recycled or eliminated, incineration and heat recovery may be an option.

*Achieved zero manufacturing waste to landfill in 2016

Zero landfill designation applies to all site waste
Zero landfill designation applies only to manufacturing waste

*Zero landfill designation applies to all site waste
Zero landfill designation applies only to manufacturing waste

*Achieved zero manufacturing waste to landfill in 2016
Since 2004, SC Johnson has turned to renewable energy sources around the world to support manufacturing operations, our largest user of energy. We now have 10 renewable energy initiatives around the globe. In the United States, two wind turbines and two cogeneration systems enable our largest manufacturing plant to generate, on average, 100 percent of its electrical energy needs on-site. We also have a wind turbine at our Netherlands manufacturing location and solar panels in China, we purchase wind power in Michigan, Netherlands and Mexico, and we convert food waste into a fuel source in Indonesia.

All of these efforts helped us make progress on our 2016 goal of 33 percent energy usage from globally renewable sources, and exceed our goal of reducing greenhouse gas emissions from SC Johnson’s global manufacturing sites. In fact, we surpassed our goal of 48 percent reduction by 2013, and finished 2015 at nearly 52 percent reduction versus our 2000 baseline.

The U.S. Environmental Protection Agency (EPA) once again recognized SC Johnson on its National Top 100 list of the largest green power users. In 2016, we were recognized for using more than 78 million kilowatt-hours of green power annually — enough electricity to power nearly 7,500 average U.S. homes per year. The company also ranked on the EPA’s Top 30 On-site Generation list, which represents those partners generating and consuming the most green power on-site within the Green Power Partnership.

Most recently, we were honored to receive a 2016 Green Power Leadership Award from the EPA. This Excellence in Green Power Use award recognizes our commitment and contribution to helping advance and develop the U.S. voluntary green power market.
We have continued to improve our product formulations and ingredient choices this year, too. SC Johnson’s Research & Development and Procurement teams focused on packaging and marketing materials to identify opportunities for significant waste reduction. From lightweighting to using recycled materials, the company has implemented many projects this past year that minimize our environmental impact.

**USING RECYCLED MATERIAL**

In June 2015, SC Johnson launched new guidelines on the minimum amount of post-consumer-recycled (PCR) material that must be used in new product development. We also set aggressive goals to increase the amount of PCR material in our packaging, from corrugated boxes to metal cans, and plastic bottles to glass jars.

This initiative was kicked off in July 2015, with the company’s 100 percent PCR 26- and 32-ounce *Windex*® trigger bottles. This, along with a six percent lightweighting of the bottles, saved **2,038 metric tons**, or more than 320 full garbage trucks, of plastic.

Another area that presented great opportunity was our marketing displays, typically made from corrugated cardboard and found in hundreds of thousands of stores around the world. In the United States alone, displays like the one shown to the left are in more than 75,000 retail outlets. Programs are now in place to increase annual PCR content by **1,400 metric tons** — meaning more than 3 million pounds of material diverted from landfills each year.

Most recently, we partnered with one of our corrugate suppliers to bring more PCR into our packaging. The result is an estimated increase in PCR material use of **3,635 metric tons** annually.
PRODUCT LIGHTWEIGHTING
Taking weight out of a product, while maintaining quality and consumer appeal, is a challenge faced by manufacturers across all industries. For the household consumer goods space that SC Johnson operates in, where millions of products are produced and shipped around the world, the benefits can be far-reaching.

SC Johnson has taken on the lightweighting challenge across all our categories, including our Glade® brand, which rolled out two big projects in the last year to eliminate more than 750 metric tons of plastic and glass from the waste stream.

Our latest rework of Glade® solid gel cones led to multiple improvements including a product redesign, creation of a reusable shipping box for the plastic components and moving our packaging manufacturing nearer to the final production plant. In addition to less fuel and transportation emissions, the redesigned product has improved plastic housing functionality, is 16 percent lighter and uses 520 metric tons less plastic annually to make.

Additionally, a redesign of the popular Glade® Décor Scents and Glade® Discreet gel holders, which hit shelves earlier this year, resulted in an 83 percent weight reduction compared to the previous glass holders — and it comes with a more attractive design.

OPTIMIZING BOX DESIGN
Most products need packaging of one kind or another, often including the primary product package, secondary packaging and the shipping container or box. We saw an opportunity to make a significant environmental impact by improving the design of our shipping boxes. In 2015, we kicked off a major effort to simplify design, increase speed, maintain quality and improve the sustainability profile of our boxes. More than 4,000 metric tons of corrugate reduction opportunities were found and implementation is underway.

A big opportunity lies with the boxes used to ship large quantities of product to our distribution centers or retailers. Initial projects being explored include the use of shrink wrap, reducing or removing product dividers, and a number of other redesign options. In China alone, a 2015/16 project to redesign dividers and shipping boxes across multiple product lines eliminated 330 metric tons of corrugate from the waste stream.
DEDICATED TO MAKING LIFE BETTER FOR FAMILIES

We believe in contributing economically and socially to the well-being of the countries and communities where we conduct business. This deep-rooted philosophy of taking care of people and communities has guided SC Johnson for five generations.
IMPROVING LIVES

We’re committed to helping make life better for families in communities around the world, from educating about mosquito-borne diseases and protecting against the mosquitoes that may carry disease, to investing time and funds to make communities better. For us, it is not just about “giving back” or simple donations to prove our good citizenship — it is about going beyond. Community leadership is a critical part of our guiding strategic plan and how we win. It has a seat at the table for many of our business decisions.

As a global consumer goods company, our business and products touch countless individuals and families around the world. Today, we have people in 16 countries on five continents whose job responsibilities specifically include making life better for the families in their communities. This includes a full-time, dedicated global team looking at the areas of most need and where we can make a meaningful impact around the world.

“The role of business has to be larger as the problems of our society get more complicated.”

– Sam Johnson, 4th generation SC Johnson leader

HELPING PROTECT FAMILIES FROM MOSQUITOES THAT MAY CARRY DISEASE

As a family company and the world’s largest producer of pest control products, we have a special responsibility

Our Waxdale manufacturing facility in Mt. Pleasant, Wisconsin, added an additional line of OFF!® production in response to the heightened demand for pest control products.
to help the most vulnerable families protect themselves from mosquitoes that may carry disease.

SC Johnson has a long history of donating funds and product to areas hard hit by disasters and disease. But in early 2016 when the World Health Organization (WHO) declared Zika a global health crisis, we made a universal call to action to aid in this epidemic. It was unlike anything we had done in our 130-year history.

Even before WHO’s declaration, we had mobilized people and resources to respond in Brazil where Zika was already at critical levels, then reached out to other areas of the Americas as the disease began to spread. By December, two of our plants supplying insect repellent for the Brazil market surged to 24/7 production to accommodate the three-times-greater demand we saw for repellents. In the spring, two additional plants began running 24/7 to supply the rest of the Americas.
Keeping up with retail demand was not enough. In February 2016, we committed to donate at least $15 million throughout the year to provide products to help needy families combat the mosquitoes that may carry the disease.

The people of SC Johnson have worked tirelessly in the fight against Zika. Around the world, they have worked at full capacity to source components and ingredients; manufacture, package and distribute product; align with non-government organizations to deliver product and resources to the areas with the greatest need; and educate consumers and families about mosquito bite prevention.

We were also honored to have SC Johnson Chairman and CEO Fisk Johnson invited to testify at a Zika roundtable discussion with the U.S. Senate Committee on Homeland Security & Governmental Affairs. Fisk was one of five witnesses to speak at the June roundtable on “Preparing for and Protecting the Nation from Zika.”

U.S. Senator Tom Carper (D-DE), Committee Ranking Member at the hearing, said, “I want to say how impressed I was about the generosity of your company. Thank you for your leadership.”

“If I could wave a magic wand and rid the world of Zika, I’d gladly do it. With the work going on in the world to develop vaccines and find other ways to stop mosquito-borne disease transmission, I hold out great hope that we can rid the world of these threats once and for all.”

– Fisk Johnson at the U.S. Senate Committee on Homeland Security & Governmental Affairs’ Zika Roundtable
HELPING TO PROTECT YOUR FAMILY

Knowing the concern and uncertainty that can come with mosquito-borne disease, SC Johnson created various resources for trusted information to reach individuals and families around the world.

DEDICATED WEBSITE

In March, we launched a global, 14-language website to educate the public on how to protect their families from mosquitoes. The site’s content has reached more than 74 million people, including more than 26 million video views, and provides tips and expert resources on topics such as:

• Protecting your house from mosquitoes
• Understanding DEET
• Proper application of insect repellent

ENTOMOLOGY RESEARCH

In Racine, Wisconsin, SC Johnson runs the world’s largest private, urban entomology research facility, and operates another in Shanghai, China. For decades, SC Johnson researchers have studied insect behavior and insect transmission of diseases such as malaria, dengue and Zika. This invaluable team of bug experts has been central to many of our efforts to educate about, and address, the spread of the Zika virus through insect bites.

FAMILY-FOCUSED PARTNERSHIPS

SC Johnson partnered with Sesame Street on a fun and informative campaign — 1, 2, 3 Stay Away Mosquitoes. It uses beloved characters, videos and children's activity sheets — available in English and Spanish — to share information on avoiding potentially disease-carrying mosquitoes, eliminating breeding grounds, and the benefits of wearing protective clothing and repellent.

EXPERT VIDEOS

The OFF!® team developed an interactive, multimedia educational tool — the Mosquito Minute — to equip families with the latest information on mosquito protection. People can access a series of one-minute podcasts where SC Johnson scientists dispel many of the misconceptions about mosquito protection and share their expertise and practical tips for bite prevention.

We are proud to see our efforts at work — from parents correctly applying repellent to protect themselves and their children, to entire neighborhoods removing standing water outside homes to prevent mosquitoes from breeding.

We are continuously striving to make lives better.
COMMUNITY LEADERSHIP

At SC Johnson, we hold a deep-rooted belief that wherever we operate, we should help make that place better because we are there. The company’s giving program is now in its 79th year, and our charitable foundation, SC Johnson Giving, Inc., is in its 57th. Together, we share a decades-long history of contributions and support to this end.

In the last 10 years alone, we’ve given more than $247 million to improve the quality of life in communities around the world. We also donate hundreds of thousands of branded products each year to NGOs, such as the International Committee of the Red Cross, and to people in need, including a commitment of $15 million in 2016 to help vulnerable families protect themselves from mosquitoes that may carry diseases like Zika and dengue.

HELPING COMMUNITIES

SC Johnson assists non-profit organizations and programs in education; social services; sustainability and environmental programs; community and economic development; arts, culture and humanities; and health and well-being. On the following page is a sampling of where we’ve helped to improve the lives of those in the communities where we live and work.

“Whenever we operate, we are guided by the same basic principle — that no matter how large or small we are within the community, we can and we should make a difference.”

– Fisk Johnson

2015/16 GLOBAL CONTRIBUTIONS BY CATEGORY

<table>
<thead>
<tr>
<th>Category</th>
<th>Health &amp; Well-Being</th>
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<th>Sustainability &amp; Environmental Programs</th>
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GOING BEYOND BUSINESS IN OUR GLOBAL COMMUNITIES

THAILAND
Understanding that a clean and hygienic toilet plays a key role in preventing illness and missed school for children, SC Johnson Thailand and Duck® have partnered with schools across the country to renovate and improve student bathrooms. Since the program began in 2014, 28 schools and thousands of children have benefited.

SOUTH AFRICA
In May, SC Johnson South Africa kicked off its first “Shoes for Champs” program by donating more than 1,100 pairs of shoes to local students. This program aims to give children the dignity and pride of owning a pair of quality school shoes and improving their self-esteem by eliminating one of poverty’s most visible marks.

ARGENTINA
SC Johnson Argentina partnered with TECHO, an organization working throughout Latin America to provide transitional housing, education and advocacy to those living in extreme poverty. The local SC Johnson team helped build a transitional home for residents in Pilar, helping to improve the lives of people in their community.

ITALY
SC Johnson Italy has partnered with OBM Onlus, an association supporting hospital-ized children and their families. We helped purchase special equipment for a children’s hospital, giving patients affected by serious illness more comfortable beds as well as accommodations and counseling assistance for their families.

GERMANY
SC Johnson Germany is in its third year of supporting NeanderLAB, an organization that provides a laboratory for children from 24 area schools, encouraging greater interest in the sciences. Students have an opportunity to participate in natural science classes and conduct experiments they would not have access to otherwise.

UNITED STATES
Earlier this year, Fisk Johnson and SC Johnson combined to make a donation to Gateway Technical College in Racine for a new initiative that helps low-income students earn degrees and certificates in the skills most in demand by employers. In recognition of SC Johnson’s longstanding partnership with Gateway, Fisk was invited to speak at a White House conference call about tuition-free community college.

There are few things that are more important in this country than breaking down the barriers to income mobility and to help bring a good, life-sustaining wage for those who want to work hard and have a real chance.

– FISK JOHNSON

2016 SUSTAINABILITY REPORT
WWW.SCJOHNSON.COM
SC Johnson is a unique family company, with an adventurous spirit, a passion to win and a clear sense of purpose to make a positive contribution to the world around us. We strive to create a workplace of respect and inclusion, and provide SC Johnson people the tools and resources needed to go further in their lives and careers.

We also make safety a priority and have exceeded best-in-class safety ratings (total incident rate) for the fifth year in a row. Since 2010, SC Johnson has been honored with more than 60 Best Workplace recognitions from the Great Place to Work® Institute, based on employee feedback, corporate policies and philosophies.

In fiscal year 2015/16, 12 SC Johnson locations received Best Workplace recognitions, including Best Multinational Workplaces in Latin America and Brazil. And, in November 2015, we were recognized with a perfect score on the Human Rights Campaign’s Corporate Equality Index, a survey rating companies on a scale of 0 to 100 on their fair treatment of gay, lesbian, bisexual and transgender employees, consumers and investors.

In addition, 2016 marks the 28th year SC Johnson has placed on the Working Mother magazine 100 Best Companies list for establishing programs that support working parents including paid family leave, flexible work schedules and a Childcare Learning Center.

**NIGERIA: BUILDING TRUST**

The SC Johnson Nigeria team was ranked No. 4 on the Best Workplace listing of small- and medium-sized companies in the country. They also received the 2016 Most Trusted Leadership Excellence Award for the high level of trust within their leadership team and for one another.

**TOTAL INCIDENT RATE**

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</tbody>
</table>

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.
VENEZUELA: GREAT PERSEVERANCE
2016 is the 11th consecutive year SC Johnson Venezuela has been recognized as a Best Workplace. This came despite recent trade limitations that hurt the economy and made everyday goods scarce. But, as other companies were leaving Venezuela, we continued to move forward.

To meet the needs of our customers, SC Johnson Venezuela had to work with new components, ingredients and formulas just to continue making quality products. The people of SC Johnson Venezuela have remained strong, dedicated and persevered through the hardship, making this year’s recognition a huge accomplishment for the team.

MEXICO: SOCIAL RESPONSIBILITY
For the 15th consecutive year, SC Johnson Mexico received the Socially Responsible Company Award from The Centro Mexicano para la Filantropia (Mexican Center of Philanthropy). This is awarded to only 10 companies for ethics, commitment to the environment, employees’ quality of life and community contributions.

ARGENTINA: CORPORATE RESPONSIBILITY
MERCO (Business Monitoring of Corporate Reputation) ranked SC Johnson Argentina No. 26 out of 100 in its annual list of companies recognized for Corporate Responsibility and Best Management. MERCO looks at ethics, transparency, employee relations, environmental commitment and community contributions — all areas we embrace as essential to running a successful business.
CONTINUING TO LEAD

For five generations, SC Johnson has cared not just about winning, but about winning the right way. We act with integrity, respect people, produce quality products, make responsible and courageous choices, and pursue growth so we can keep doing good in the world.
GOING BEYOND IN SUSTAINABILITY

The company remains committed to going beyond the expected to maintain strong environmental, social and community leadership initiatives, including:

• Developing great products that work and have a continuously improving safety and environmental profile

• Reducing waste through increased post-consumer-recycled content, greater recyclability and less packaging

• Decreasing our factory and office greenhouse gas emissions and waste

• Developing meaningful environmental and social programs in our communities

• Driving for even more transparency through ingredient disclosure, supply chain transparency and further discussion of the ways our ingredients are evaluated

“Although most decisions are a matter of trade-offs and evolving priorities, one priority doesn’t change for us: acting in the best interests of our customers, whose trust in our company is a primary reason they buy our products.”

– Fisk Johnson in the Harvard Business Review
This quick reference media guide offers an overview of key results that SC Johnson shares in the 2016 Sustainability Report. To learn more about SC Johnson, visit scjohnson.com

**OVERALL IMPROVEMENT SINCE 2001***
Rounded totals.
* As rated by our SC Johnson Greenlist™ process. 2015/16 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.

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**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.
In the last 10 years alone, our charitable contributions have exceeded $247 million. Page 32.

Our global total incident rate of 0.39 is better than the industry best-in-class benchmark of 0.50. Page 34.

We surpassed our 2016 goal by reducing greenhouse gas emissions from SC Johnson global manufacturing sites 51.7% versus our 2000 baseline. Page 24.

2015/16 GLOBAL CONTRIBUTIONS BY CATEGORY

Excludes miscellaneous subsidiary contributions and support for SC Johnson Giving, Inc., the corporate foundation of SC Johnson.

2015/16 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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