



2006 Global Responsibility Report



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*For more information about JohnsonDiversey
and our commitment to sustainability, please
visit us at www.johnsondiversev.com*

Focus

One word describes what 2006 meant for JohnsonDiversey: focus. Throughout the year, we kept in focus our company's 120-year commitment to sustainability and its triple bottom line of planet, people and profit. Three important examples of our commitment from last year are:

Planet - We completed a five-year project to reduce virgin plastic in bottles, an energy savings equivalent to meeting electrical needs of 5,000 homes in the U.S. Midwest.

People - We expanded our Global Children's Initiative to schools in about 20 countries and launched a fun and engaging hand hygiene program for kids.

Profit - We achieved our profit (i.e., budget) objectives and implemented the first full year of our restructuring program.

Responsibility

As a cleaning chemical manufacturer, our aim is to continuously minimize the impact our product development, manufacturing and delivery processes have on human health and the environment.

We have built our approach around This We Believe, our corporate values which have guided us since our founding in 1886, and was first summarized in 1927 by H.F. Johnson Sr. It is the unifying platform under which we fulfill our obligations to five key groups.

Employees - We believe that the fundamental vitality and strength of our worldwide company lies in our people.

Customers and Users - We believe in earning the enduring goodwill of customers and users of our products and services.

General Public - We believe in being a responsible leader within the free market economy.

Neighbors and Hosts - We believe in contributing to the well-being of the countries and communities where we conduct business.

World Community - We believe in improving international understanding.

Summary of Report

This report chronicles JohnsonDiversey's successes in 2006, following global business standards for reporting economic, social and environmental performance. We hope this report gives you greater insight into JohnsonDiversey.





S. Curtis Johnson
Chairman

One Goal, One Team, One Culture

A message from Curt Johnson, Chairman

2006 was a watershed year for JohnsonDiversey. We welcomed new leadership to the company, focused our energy and resources on our core businesses, and developed a new global strategic plan, one we are confident is right for our business, our customers and our employees.

We are very excited about the course we've charted. Our new strategic plan is clear, concise and focused. It specifically links our culture and values with the execution excellence that we consider essential to our success. It calls out our belief that to succeed we must function as one team, with one culture, pursuing one clearly defined goal.

In 2006, the world awoke to the critical importance of environmental responsibility. Leading companies in virtually every sector of the global economy got on board, acknowledging the fragility of the ecosystems of the planet we share.

At JohnsonDiversey, environmental stewardship is deeply embedded in our culture. It is a core value and has been since the founding of the Johnson family of companies more than 120 years ago. We believe that being stewards of the environment is the right thing to do. We also believe it makes sound business sense.

We consider it our mission to provide our customers with products and solutions that are environmentally responsible and that enhance the safety of their facilities.

This is our overarching goal. It defines who we are. To be sure, we are one team, with one culture, pursuing the common goal of helping our customers reduce their environmental impact. This report chronicles our progress. Thanks for taking time to learn more about us.

“We consider it our mission to provide our customers with products and solutions that are environmentally responsible and that enhance the safety of their facilities.”

A handwritten signature in black ink, appearing to read 'S. Curtis Johnson', written in a cursive style.

S. Curtis Johnson
Chairman

The Importance of Focus

A message from Ed Lonergan, President and CEO

In November 2005, we announced plans to restructure JohnsonDiversey, determined to put the business on the path to long-term, profitable growth. In 2006, we made significant progress toward that end.

The steps we took were guided by what we recognized to be the futility of trying to be all things to all people. We knew that to regain our strategic focus, we'd have to make some tough choices. And we did.

In 2006, we sold Johnson Polymer, CMA Inc., and parts of our Auto-Chlor business. We exited the service-oriented laundry and warewashing business in the United States. We also outsourced our IT support activities.

These actions were designed, in part, to enable us to invest in our core businesses. We have started that process, driven by a clear understanding of our priorities.

Our investment priorities have been defined by our new global strategic plan, which followed extensive research, including one of the

“The tough choices we made are starting to bear fruit. As a result, we are a stronger, more focused company today than we were a year ago.”

most exhaustive customer surveys our industry has ever seen. This plan is the blueprint for JohnsonDiversey's goal to practice sustainability in all we do. We define sustainability as the triple bottom line of planet, people and profit.

We saw compelling signs of progress in 2006. The tough choices we made are starting to bear fruit. As a result, we are a stronger, more focused

company today than we were a year ago. This report will help you understand why. Thanks for spending a few minutes to look it over.



Ed Lonergan
President and CEO

A handwritten signature in dark ink that reads "Ed Lonergan". The signature is fluid and cursive, with the first letters of "Ed" and "Lonergan" being capitalized and prominent.

Ed Lonergan
President and CEO

Who We Are

An Introduction to JohnsonDiversey



Food Service

We help ensure safe food handling working with full-service restaurants and contract and in-flight caterers. We also protect reputations and worker safety and enhance operational efficiency.

Lodging

We help hotels present their guests with a clean, safe environment by offering products for housekeeping, restroom care, floor care, laundry, kitchen hygiene, food safety and pool and spa cleanliness.

Food and Beverage

We have state-of-the-art cleaning and hygiene solutions for bottlers, food processors and dairy operators. With unique cleaning-in-place, dry technology, and water hygiene and conservation systems, we help reduce risk and cost of operations.

Building Service Contractors

We have a full range of products and programs to help BSCs improve their efficiency and productivity in cleaning all types of commercial, industrial and institutional buildings.

Retail

We deliver a comprehensive range of products, systems and services to global retail chains and local stores. We help keep stores looking their best, and keep them clean, sanitized and safe.

Health Care

Our expertise, solutions and systems of hygiene and infection control help health care providers meet the high standards of their industry for cleaning, hygiene and safety.

Channel Partners

We provide our distributors with superior products, tools and equipment to enhance their portfolio of offerings, as well as the expertise and strategies to grow their businesses.

Across the Globe

JohnsonDiversey offers cleaning and hygiene products and solutions for food safety, food and beverage hygiene, floor care, housekeeping and room care, laundry, hand hygiene and industrial cleaning. Additionally, we provide a wide range of value-added services, including safety and application training, consulting, and hygiene auditing. In 160 countries, we serve institutional and industrial end-users such as food service providers, lodging establishments, food and beverage processing plants, building service contractors, retail outlets and health care facilities. We also provide products directly and through distributors.

Industry-Leading Products

Floor Care

- Finishes, buffable waxes, cleaners, polishes, sealers and strippers
- Carpet cleaners, such as extraction cleaners and shampoos, carpet powders, treatments, such as pre-sprays and deodorizers
- A full line of carpet spotter
- A full range of carpet and floor care machines, including vacuums, scrubbers, polishers
- Cleaning tools and trolleys, including microfiber products
- Cleaning methods, wall charts, staff training, and technical and service support

Housekeeping and Restroom Care

- Hard-surface and general purpose cleaners
- Disinfectants and sanitizers
- Hand soap
- Air deodorizers and fresheners
- Toilet bowl cleaners
- Specialty cleaning products
- Green-cleaning procedures and policies
- Cleaning methods, wall charts, staff training, and technical and service support

Industrial

- Industrial cleaners and degreasers
- Vehicle cleaners for removing traffic film, road soil, dirt and grime

Food Safety

- Food contact surface cleaners and sanitizers
- Floor safety systems and tools
- General purpose cleaners, lime scale removers
- Bactericides/disinfectants
- Detergents, oven and grill cleaners, general surface degreasers
- Floor cleaners
- Food surface disinfectants
- Cleaning methods, wall charts, staff training, and technical and service support
- Consultation on food protection and safety

Food and Beverage

- Detergents, cleaners, sanitizers, lubricants and cleaning systems
- Electronic dispensers and chemical injectors for the application of chemical products
- Gel and foam products for manual open-plant cleaning
- Acid and alkaline cleaners
- Membrane cleaning products
- Track treatment solutions
- Water conservation solutions
- Consultation in food safety, operational efficiency and quality management



Green Cleaning Success for Our Customers

We have a passion for helping our customers become leaders in cleaning for health and environment. In 2006, we again made strides in developing responsible products and systems in the best interest of the people and planet. Our progress was evident in many ways, including prestigious independent certification, innovation awards and equipment enhancements.



Cleaning for Health and Environment

First Cleaning System Independently Recognized

We've always believed that "cleaning green" for our customers means employing more than environmentally preferred products. It also requires the right tools and sound practices and policies. Last year our Healthy High Performance Cleaning (HHPC) system was rewarded for this total approach to green cleaning.

HHPC earned GREENGUARD® certification and was the first system to be so certified in the cleaning and hygiene industry. GREENGUARD certification is given to programs and products across the facility management industry that meet stringent requirements to improve indoor air quality (IAQ). GREENGUARD is an industry-independent, third-party organization.



GREENGUARD certifies results, scientifically measuring the impact on IAQ of an entire cleaning process and includes products, tools and actual cleaning practices.

Using criteria from its Children & Schools certification, GREENGUARD performed rigorous laboratory testing during use of our HHPC system. The tests underscored the effectiveness of our HHPC system earning its certification.

New Scrubber-Drier Saves Water, Energy

Also new to the market in 2006 was JohnsonDiversey's TASKI® swingo XP automatic scrubber-drier for floors, which was recognized with an innovation award from the United Kingdom's Cleaning and Hygiene Suppliers Association (CHSA).

CHSA awards recognize manufacturers who invest in and demonstrate product innovation. TASKI machines use the latest technology in design and manufacturing to improve performance, ergonomics and lifetime costs.

The XP has a proven record of reducing water use by 50 percent and electrical energy consumption by 60 percent versus conventional scrubber-driers. XP increases user productivity by up to 30 percent and reduces noise.



Combining Information Technology and Cleaning

JohnsonDiversey garnered additional recognition when a jury of trade experts presented the prestigious ISSA/INTERCLEAN® Innovation Award for our Jonmaster™ Auditing System. Jonmaster combines a hard surface cleaning system and our exclusive Internet Mobile Auditing Program (iMAP™). The judges recognized the Jonmaster Auditing System as having the greatest potential impact on cleaning by enhancing greater control of cleaning processes.

Jonmaster uses microfiber mops and cloths to deliver thorough cleaning, using less water and cleaning solution. The system reduces cleaning time by 25 percent and bacteria by up to 99.9 percent.

The iMAP system is a Web-based, hand-held information technology tool used to collect, analyze and report data and results from customer audits almost instantly and in any language.

As cleaning crews use Jonmaster, supervisors enter data into iMAP that includes how long the task took, what procedures were employed, what surfaces were cleaned and how many cloths were laundered.

The data is analyzed and the Jonmaster Auditing System generates information managers use to improve operational efficiency and worker productivity.

Responsibility in Action

As we have for more than 120 years, JohnsonDiversey is a leader in responsibility for environment, health, safety and product excellence. Customers rely on our promise to deliver peace of mind through safe, reliable and green products and systems.

Our commitment to responsible products flows from This We Believe. In 1976, we formally articulated these corporate values. Our commitment to customers and users in part states,

We believe in earning the enduring goodwill of customers and users of our products and services, and we commit ourselves to:

Develop and market products that are environmentally sound and do not endanger the health and safety of customers and users, by:

Meeting all regulatory requirements or exceeding them where worldwide company standards are higher.

Providing clear and adequate directions for safe use together with cautionary statements and/or symbols.

Incorporating protection against misuse where this is appropriate.

Researching new technologies for products that favor an improved environment.

We continue to live out that commitment today.

Bag-in-a-Box Reduces Costs and Environmental Impact

2.3 million cubic feet saved from landfills

Reducing plastic in packaging for cleaning chemical concentrates is an effective way to lessen environmental impact and costs. Using less plastic saves energy in production and transportation, decreases waste in landfills, reduces warehouse space needed, and reduces operational costs.

JohnsonDiversey's unique bag-in-a-box (BIB) packaging saves significant dollars and reduces environmental footprint when compared to traditional 5-gallon pails. Last year, for example, JohnsonDiversey manufactured more than 3.8 million BIB units, which saved 3,584 tons of plastic. As a result, more than 2.3 million cubic feet of plastic did not go into landfills. Hence, customers did not need to use 1.2 million cubic feet of warehouse space, saving more than \$2.9 million in warehouse operation costs, when figuring storage fees at \$2.50 per cubic foot per year.

JohnsonDiversey can quantify these reductions and savings for individual customers because we developed exclusive, easy-to-use calculators to evaluate the reduced environmental footprint and cost-saving benefits of JohnsonDiversey products, packaging and dispensing innovations. These calculators are also used to control and minimize regulatory costs.

In 2006, we worked with selected customers to deploy these calculators and demonstrate clear cost savings and environmental benefits specific to using BIB packaging over 5-gallon pails.



JohnsonDiversey Plants 50,000 Carnauba Trees in Brazil

To celebrate the 50th anniversary of the TASKI floor-care business, JohnsonDiversey planted 50,000 carnauba tree seedlings in the Caatinga region of Brazil. The plantings support the reforestation of the Caatinga environment and help support education for children who live in poverty in the area.

The tree-planting initiative continues the Johnson family legacy of preserving carnauba palm trees, which H. F. Johnson Jr. started when he flew an amphibious plane from Racine, Wisconsin, to the Brazilian rainforest in 1935 to study and sustain carnauba palm trees.

The seedlings were planted in the Reserva Serra das Almas (Soul Mountain Reserve) in northeast Brazil. The late Sam Johnson established the reserve, called the Caatinga Association, under the management of The Nature Conservancy. The conservancy is a remembrance of his father and recognizes the role the wax of carnauba trees played in the sustainability of the Johnson floor wax business.

The planting program was one of the first acts of the new Samuel Johnson Ecological Center, opened by the Caatinga Association in October 2006 to support research, environmental education and sustainable development in the region. The center also provides training to the people who live in this desperately poor area of the world, to help them establish gardens to grow food and to learn hand crafts by which they can earn money.

Reduced use
of virgin plastic
saves energy
equivalent to meet
electrical needs of
5,000 homes



Reducing Plastic in Packaging Saves Energy and Cuts Greenhouse Gases

In 2006, we continued an aggressive program for reducing packaging waste from our operation in Europe and North America. By consolidating sourcing for plastic bottles, reducing the amount of plastic used in bottles and increasing post-consumer recycled content, we reduced the use of virgin plastic from all our packaging by a total of almost 2,800 tons since the program began in 2002.

During the five-year period we have saved energy equivalent to meet electrical needs of about 5,000 homes in the U.S. Midwest (188 million Megajoules/yr) and reduced CO₂ equivalents by 2.4 million kilograms, which is similar to using 270,295 fewer gallons of gasoline or removing 514 automobiles from the road.

APEOs Removed from Product Formulations

Last summer, JohnsonDiversey announced its commitment to stop formulating and manufacturing products with alkylphenol ethoxylates (APEOs).

JohnsonDiversey began phasing APEOs out of products several years ago and now has eliminated them from all new product formulations. JohnsonDiversey has used APEOs in limited quantities in laundry, warewashing, hard-surface cleaners and floor-care products.

As APEOs break down in the environment, the resulting components, such as nonylphenols (NPEs), have been shown to be toxic to aquatic species and potential endocrine disruptors to all animal life. For example, NPEs have been shown in some studies to produce very high levels of female hormones in male trout.

APEOs have been used for more than 50 years in consumer cleaning and personal care products and for industrial uses to enhance the effectiveness of agricultural pesticides, metal finishing and wool and paper processing.

JohnsonDiversey Japan Develops Green Care Program

JohnsonDiversey Japan developed Green Care, an environmentally responsible cleaning program designed to help building owners and managers implement green cleaning. The program includes several criteria:

- Environmentally preferable products;
- Cleaning practices (including a cleaning manual);
- Assessment and inspection tools;
- Machine maintenance program;
- Cleaning specifications;
- Architectural material specification; and,
- Air conditioning and wall surface construction.

Working in partnership with the Japan Sustainable Building Consortium (JSBC), JohnsonDiversey developed Green Care to meet JSBC's CASBEE (Comprehensive Assessment System for Building Environmental Efficiency) requirements. CASBEE's mission is to help promote sustainable buildings in Japan.

“Mapping the World’s Water ... Saving the World’s Water”

The carnauba palm is called the “Tree of Life” in Brazil, and it is the wax from this tree that made Johnson Wax, our company’s first signature product, better than anything else of its kind. It is also what led Herbert F. Johnson Jr., Curt Johnson’s grandfather, to climb into an amphibious bi-plane in 1935 without modern avionics and fly 15,000 miles south so he could learn as much as he could about the carnauba and how to protect it.

The connection between a sustainable enterprise and a sustainable environment has been a part of our company from the beginning. We made a commitment to conservation because it is the right thing to do and because our business depended on it. From the products we create to the methods we use, everything is aimed at making our world a safer and cleaner place.

So it was natural for us to form a partnership with the world’s largest conservation organization, the World Wildlife Fund (WWF), to develop a groundbreaking new tool to help map and protect the world’s freshwater supply.

Using radar-derived elevation data from one of NASA’s Space Shuttle missions – data that is up to a hundred times more detailed than anything available before – a team of WWF scientists is creating a detailed, digital map of freshwater channels for the entire globe. HydroSHEDS, as it is called, has already been used to classify parts of the Amazon headwaters in South America and it will eventually make hydrologic analyses possible anywhere in the world. JohnsonDiversey is a major sponsor of HydroSHEDS.

Why is this important? In remote regions of the world, accurate and detailed maps are rare, if they exist at all. And yet it is exactly because these areas are so remote and uninhabited that they contain some of the most diverse and intact freshwater habitats on the planet – habitats we need to understand in order to protect them and others like them in every corner of the globe.

“Protecting habitats and natural resources is an environmental and social imperative,” said Curt Johnson, chairman of JohnsonDiversey and a member of the WWF Board of Directors. “For a generation, WWF has been dedicated to biodiversity and the water resources that nurture the world’s wildlife. JohnsonDiversey is honored to be a partner with WWF in this crucial work.”

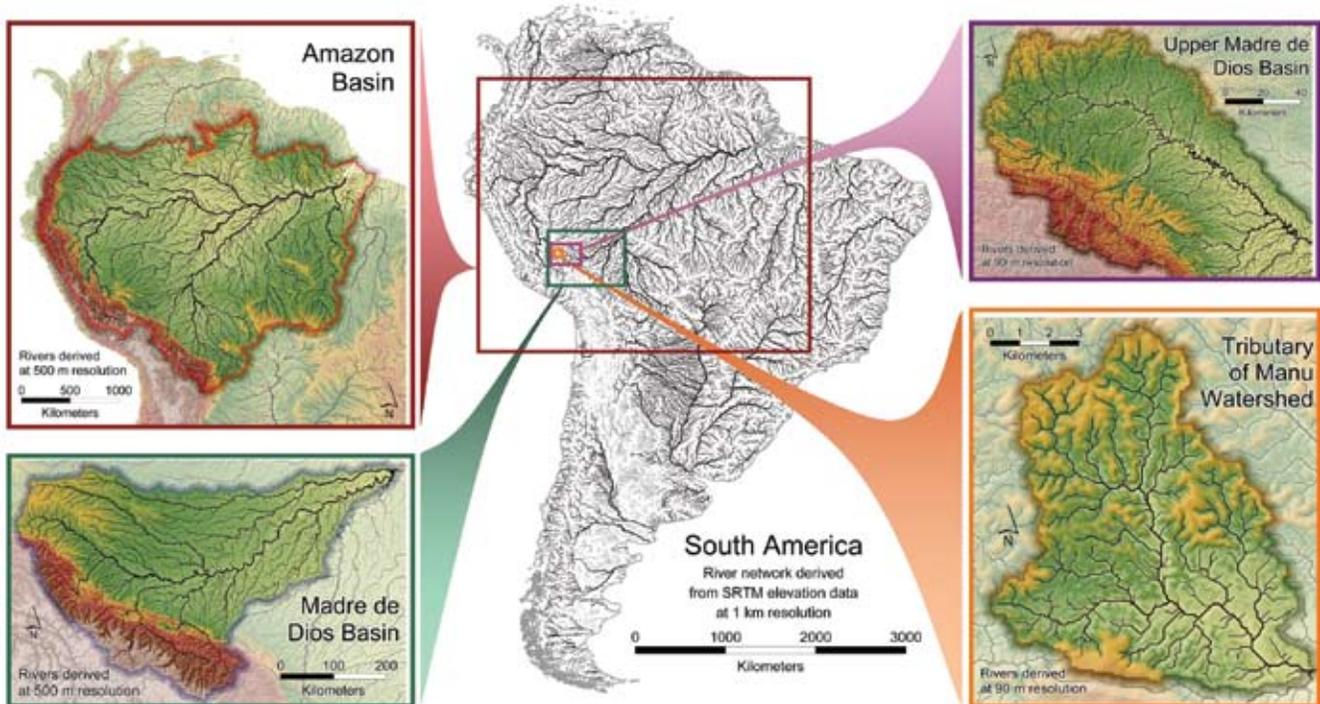
HydroSHEDS will create the first-ever high-resolution digital river maps for areas like the Congo Basin in Africa or the Mekong Basin in Asia, providing valuable information about the location of streams and watersheds in these huge regions, how they drain the land around them, and what scientists and policymakers can do to preserve them.

“For a generation, WWF has been dedicated to biodiversity and the water resources that nurture the world’s wildlife. JohnsonDiversey is honored to be a partner with WWF in this crucial work.”

– Curt Johnson, Chairman
JohnsonDiversey

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HydroSHEDS Global Hydrological data and maps based on Shuttle Elevation Derivatives at multiple Scales

In the case of the Mekong region, habitat classifications made possible by HydroSHEDS were developed to inform decisions about regional hydropower plans.

“Knowing where rivers are is basic information that you need for conservation planning . . .”

– Robin Abell, Scientist
World Wildlife Fund

“Knowing where rivers are is basic information that you need for conservation planning,” said Robin Abell, one of the lead WWF scientists on the project. “It provides the entry point for all kinds of data, and the better analyses you have on where rivers actually are, the better output you are going to have as far as the questions you are asking.”

Questions such as: How is freshwater distributed in a particular area and which species rely on it? Which threats in a region need the most urgent attention and why? What is the best way to assess and protect the benefits an ecosystem provides to both humans and wildlife?

HydroSHEDS will go a long way toward providing answers to these questions and others we probably haven’t even thought about yet. It represents a huge leap forward in the consistency, clarity and scope of information available about the world’s freshwater systems. When it is completed in 2007 – when all seven continents are mapped out and freely available on a U.S. Geological Survey Web site – it will represent yet another milestone in the World Wildlife Fund’s commitment to its mission of advancing conservation around the world through science.

It is a mission JohnsonDiversey has shared from our earliest days. We are proud to have been a part of this remarkable endeavor.

Conserving Water, Assuring Quality

Water is a key resource issue of the 21st century. Water seems abundant on our planet, yet **only** about 1 percent is available for human use. Essential to all life, water conservationists recognize that the availability of clean, fresh water is a precious resource we cannot take for granted.

The food and beverage production industry is keenly aware of the importance of water conservation. In addition to water concerns, food and beverage processors face other daily challenges such as the threat of infectious disease, increasing utility costs and ongoing environmental impacts of plant operations and disposal practices.

In 2006, JohnsonDiversey continued to respond to these concerns with solutions that reduce waste, minimize energy and water use, and increase operational efficiency.

Around the globe, JohnsonDiversey has used its knowledge and products to create value for food and beverage customers. Here are two examples:

Our unique two-step Cleaning in Place (CIP) system consistently helps customers reduce costs by an average of 21 percent every time they clean a line. One customer achieved annual savings of 43 million liters using our CIP system.

Our dry technology for lubricating food and beverage packaging lines eliminated the use of water in more than 600 lines worldwide.

JohnsonDiversey France Cuts Water Use for Bottling Plants

Beverage bottlers in France had asked for a system to keep their conveyor lines lubricated without using the huge quantities of water generally needed to apply diluted liquid lubricants.

The JohnsonDiversey team worked together to develop a dry solution that combines the best of both worlds. Our new Dry Tech technology uses a nozzle system to apply a dry lubricant, eliminating the need for water in the lubrication process and providing better lubrication to the conveyor system.

The new system saves money and protects the environment by reducing by 10 times the amount of chemicals necessary for cleaning.

The new system saves money and protects the environment





Saving with the Aquacheck Program

The Aquacheck™ program, a two-stage audit system with a followup for implementing water-savings tactics, gives facility managers a complete look at water use and cost in their plants and a clear idea of their environmental impact.

For example, the Aquacheck program helped a U.S. biotechnology facility save more than \$1.2 million annually on energy and water use.

And a U.K.-based milk-processing plant used an Aquacheck assessment in preparation for an Integrated Pollution Prevention and Control (IPPC) application, a European Union regulation. Aquacheck objectives include:

- 1 **reducing** total cost of operation and increasing operating profitability;
- 2 **reducing** water use and wastewater production volumes and costs; and
- 3 **improving** the eco-efficiency of plant operation through better environmental performance.



Savings with System

JohnsonDiversey Japan is saving water and energy with its detergent-solution reuse system for machine warewashing. Using Deter-Safe, an Eco-Mark certified neutral dishwashing chemical, the detergent solution used in the wash cycle is fed into the pre-soak sink and reused as pre-soak detergent.



In a one-month field test at a pub restaurant near Tokyo, the system saved 37.5 percent of the dishwashing machine water use. Upon further testing, JohnsonDiversey specialists concluded that the system had the potential to save up to 70 percent as pub employees became more accustomed to the operation.

In 2006, 27 restaurant sites tested the reuse system, saving more than 1.8 million gallons of water and delivering \$47,043 in energy savings.

In addition to water and energy savings, the reuse system provides better cleaning, is safe for human hands and the environment, and does not negatively affect septic-tank bacteria.

Fresh Approaches to Food Safety

JohnsonDiversey understands the risks our customers in food retail and food service face daily in reducing the threat of food-borne pathogens for their customers. Our expertise is making food safer while protecting the business interests of our customers.

In 2006, we continued to advance food safety initiatives across the globe, as evidenced by new product introductions and continued partnerships with international organizations and food industry leaders.

A Most Serious Threat

In 2006, JohnsonDiversey launched the ElimineX™ Program, which helps food retailers identify, eliminate and control the threat of *Listeria*, a deadly food-borne bacterium that thrives around food-preparation areas and in less-visible places such as drains. The program is part of our global food safety program called Safekey™/MC.

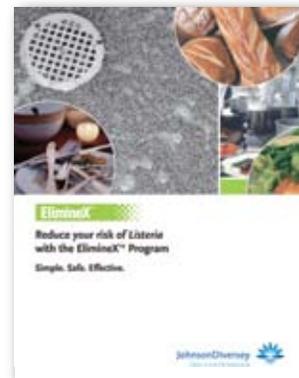
Food retailers know *Listeria* is more lethal than *E. coli* and *salmonella*. About 20 percent of all people who contract *listeriosis* die from it. Food retailers needed a program to test for *Listeria*, removing its organic food source through effective cleaning and controlling it through training, auditing and verification.

Solution: With ElimineX Foaming Drain Cleaner as the centerpiece, we developed the ElimineX Program. In the battle against *Listeria*, cleaning is just as important as disinfecting. Crews are more likely to clean drains regularly when they do not have to get on their knees and remove the drain cover. Our customers reduce the threat of *Listeria* using the three easy steps of the ElimineX Program: identification, elimination and control.

Identification – Our swab kit allows retailers to test their drains, send the samples to an independent lab and receive confidential results.

Elimination – Our effective drain cleaner combines innovative dispensing technology with unique clinging-foaming chemistry to remove organic soil build-up in drains in seconds. Disinfectant can be applied afterwards.

Control – We offer wall charts, method cards and training to help staff keep *Listeria* under control.





JohnsonDiversey Provides Good Aquaculture Practices Training in Vietnam

Up to 70 percent of all fresh and frozen seafood consumed in the United States is imported. Although aquaculture production controls are enforced in the United States, the majority of aquaculture-produced seafood is imported. In the last few years the U.S. Food and Drug Administration (FDA) detained approximately 10 percent of imported shrimp shipments at the port of entry because they tested positive for *Salmonella*.

The majority of the real and perceived concerns with the safety and quality of raw aquaculture products originate at the farm level. These concerns include pathogen contamination, chemical contamination and misuse or unapproved chemotherapeutic drugs.

JohnsonDiversey recognized the need to address these concerns. We worked with the Joint Institute for Food Safety and Applied Nutrition (JIFSAN), a research and educational program established by the University of Maryland and the United States Food and Drug Administration (FDA), to develop the Good Aquacultural Practices training program. Through our JohnsonDiversey International Food Safety Initiative we formed a development and teaching team consisting of food specialists from the University of Maryland, Virginia Polytechnic Institute and State University and the FDA. Together, we offered a pilot program in Can Tho City, Vietnam, in November 2006.

Approximately 60 people participated in the five-day program. Participants included a mix of representatives from local, state and federal government; regulators and technical assistance personnel; university extension and aquaculture researchers; aquaculture farm managers; seafood processing and plant managers; and quality control professionals.

JohnsonDiversey continues to partner with JIFSAN to provide food safety training in critical industries that import to the U.S.

Food Safety Affiliations



Joint Institute for Food Safety and Nutrition (US)



International Committee of Food Retail Chains (Worldwide)



IAFP (Worldwide)



Safe, Quality Food Institute (US)

Innovative Product Serves Up Simplicity, Safety for Small Kitchens

DIFY™, which stands for Does It For You, delivers on that claim. Small kitchens can have the advantages of a high-tech, low-maintenance dishwashing system without the expense. DIFY helps simplify operations while assuring safe handling and avoiding overuse of dishwashing soap.

Most restaurants or contract caterers have small dishwashing machines that get a lot of use. Traditionally, kitchen staff use dishwashing powders, tablets or cheap dosing systems – with questionable results. Dishes may be left uncleaned because not enough detergent is used or too much soap is used and wasted.

DIFY solves all these problems with two innovations, a soap sachet that works through 15 washes and the J-Watcher™ that lets users know when to drop in the next sachet. Our unique soap and rinse-aid solution cleans and rinses dishes, leaving them spotless and safely cleaned.

The J-Watcher and DIFY sachets are packaged together. The J-Watcher flashes green when a sachet is doing its job; it then flashes red when it is time for a new sachet.

J-Watcher assures controlled dosing and proper cleaning without the expense of sophisticated dosing equipment or training. And J-Watcher lasts up to 600 wash cycles, which happens to be the number of washes in a DIFY pack.



Training is a Key Component of Food Protection

Under the JohnsonDiversey SafeKey™/MC food safety platform, JohnsonDiversey experts trained customers in retail stores, grocery stores and hospitality sectors in 2006 on important food safety elements, programs, policies and procedures.



The training starts with basic elements of food safety. Then experts build a specialized program for customers including presentations and manuals.

- JohnsonDiversey's food safety team in Asia Pacific helped train individuals and prepare a large hotel chain's 24 properties for international Hazard Analysis and Critical Control Point System (HACCP) food safety standard certification.
- JohnsonDiversey Finland developed and marketed a rigorous food safety training program to meet the country's legal requirements in 2002. Since then, nearly 15,000 people have completed the program. Attendees have included restaurateurs and food processors, health care professionals and students.
- JohnsonDiversey experts in the Netherlands trained 1,200 employees of one of the area's largest food retail customers, focusing on food safety, quality control, HACCP and compliance with the customer's health safety standards.
- JohnsonDiversey North America trained more than 5,000 people from six major retail and grocery store chain customers.
- JohnsonDiversey SafeKey trainers also implemented training in Dubai, Mexico, Latin America and Japan in 2006.

JohnsonDiversey trainers are experienced food safety professionals with a minimum of 10 years of experience. They are tested annually to ensure they are delivering high quality training to customers.



White Lily Project Flags Hygienic Restaurants in Turkey

JohnsonDiversey Turkey extended its food service leadership by developing a food safety campaign based on its proprietary Hot Spots™ kitchen program. Called the White Lily Project, it began by auditing restaurants in the Beyoğlu district of Istanbul, a popular tourist destination within the old city visited by 2 million visitors every day. Working with Beyoğlu officials, JohnsonDiversey Turkey audited approximately 500 restaurants since December 2004. Of those, 149 have met the standards and became White Lily certified.

The White Lily flag lets customers know that the restaurant is hygienic. The project has been so successful our team launched it in Bursa, another major city in Turkey. The team conducted training sessions attended by 500 people and audited about 118 restaurants, 54 of which qualified for White Lily certification.

Significant improvement has been observed both in Beyoğlu and Bursa since the start of the project. Second audits show there has been an overall improvement of 16 percent in Beyoğlu and 31 percent in Bursa in total hygiene scores. Also, the Turkish Food Safety Association has endorsed White Lily as the definitive food safety standard throughout Turkey.

JohnsonDiversey Plays Prominent Role in Global Food Safety Forum

JohnsonDiversey is the exclusive cleaning and sanitation partner of the annual conference of CIES (International Committee of Food Retail Chains). With 369 member companies from 51 countries, CIES is the oldest, most prestigious food safety organization in the world.

The 2006 conference, held in Paris, brought together senior leaders from 250 food retailers and an equal number of suppliers. JohnsonDiversey's SafeKey™ Team presented the second part of an international benchmark study of best food safety practices in retail stores. CIES members contributed data for the study.

The study showed that participating retailers have well-developed management systems but look for continuous improvement to achieve return on investment. Retailers from the U.S., Switzerland and Europe contributed to the study.

Managing Food Safety Data with iMAP

JohnsonDiversey has taken managing measurements to the Web with our Internet Mobile Auditing and Reporting tool or iMAP.

Once our auditors upload data, a full report is available within seconds, giving a complete picture of sanitation strengths and weaknesses anywhere in a customer's organization anywhere in the world and in any major language. iMAP gives food protection programs greater uniformity and reliability.

JohnsonDiversey now has conducted thousands of audits around the globe using iMAP to measure customer food safety programs, quality management efforts, and cleaning, sanitation and service initiatives.

Fighting Infectious Disease, Protecting the Environment

From outbreaks of Norovirus on cruise ships and in hotels to hospital-acquired infections to the threat of a pandemic, today's infectious diseases create increasing challenges for our customers and the communities they serve.

As a leader in the cleaning and hygiene industry, JohnsonDiversey plays an important role in advancing effective infection control practices, products and tools.

Clean and confident

In 2006, we launched Oxivir™/MC Tb, the first hospital-grade disinfectant of its kind to achieve U.S. Environmental Protection Agency registration. The Accelerated Hydrogen Peroxide™ cleaner and disinfectant quickly delivers broad-spectrum germicidal action without nonylphenol ethoxylates (NPEs) or volatile organic compounds (VOCs), which are harmful to the environment.

With its one-minute disinfection contact time, Oxivir Tb gives health-care facilities peace of mind. In one government-sponsored study, a top U.S. hospital reduced its use of antibiotics by 24.5 percent by cleaning with Oxivir Tb. The hospital used the disinfectant in combination with JohnsonDiversey's Alpha™-HP multi-surface cleaner, Pace™ microfiber cleaning tools, MicroQuick™/MC microfiber cloths and a comprehensive training program.

In 2006, we also launched MicroQuick microfiber cleaning cloths and TASKI MicroEasy cloths to complete our microfiber offering. The new cloths feature non-woven microfiber technology, which means the cloths can be used with or without chemicals, making them multi-purpose tools for any application. MicroQuick joins our Jonmaster System, which includes patented ultra microfiber cloths and mopheads.

Oxivir Tb, MicroQuick and MicroEasy demonstrate our commitment to infection control, the environment and sustainability, and help our customers maintain safer, greener facilities.

As a leader in the cleaning and hygiene industry, JohnsonDiversey plays an important role in advancing effective infection control practices, products and tools.



Bug Blasters Remind U.K. Children to Wash Hands



Using cartoon characters and brightly colored soap dispensers, JohnsonDiversey in the United Kingdom implemented Bug Blasters, a program designed to help children understand the importance of hand washing for good health. It has been adopted in other countries.

Hospital-acquired infections have been a significant issue in the U.K. for several years, and while there has been a concerted effort to raise adults' awareness of the importance of hand washing, JohnsonDiversey U.K. realized little has been done to educate children. In addition, thousands of children were forced to stay at home in February 2006 when 23 schools in Birmingham, Sandwell and Dudley closed after two highly contagious illnesses swept through classrooms. Hundreds of children in three other communities were also affected.

Recognizing the need to address proper and regular hand washing for children, the JohnsonDiversey team held focus groups and tested three dispenser designs with children age 5 to 11.

The Bug Blasters program also includes a Web site that features games for children, hand washing guides and introductions to the Bug Blasters characters. Each character has a message about the importance of hand washing. The site also features materials for adults to help educate children about hand washing.

Bug Blasters is now in use in schools, hospitals and child-care centers.

Pandemic Planning

JohnsonDiversey took steps in 2006 to prepare for the potential emergence of a global pandemic from avian flu and/or other flu viruses.

JohnsonDiversey takes this threat seriously. Our Infection Control Center on our Web site, www.johnsondiversev.com, provides information about products, procedures and resources available to help customers address avian influenza transmission.

We've taken the following actions to meet our customer needs if a serious avian influenza outbreak occurs:

Product Availability - We have a formidable range of cleaning, sanitation and disinfectant products to address the spread of viruses for customers worldwide in food plants, hospitals, retail stores, hotels and schools. We have increased our stocks of these products. We will do everything in our power to protect raw material supplies, manufacturing and transportation capabilities should a pandemic occur.

Critical Expertise - We provide highly respected cleaning and hygiene expertise. Through research centers in China, India, Japan, the Netherlands and the U.S., our scientists and application experts have been helping many poultry and food processing customers address avian influenza at its source. We also have joined forces with numerous research centers and public health authorities to remain up-to-date and prepared for emerging threats to public health.

Internal Preparation - We have a multifunctional team of internal leaders working with regional teams, to build in-depth plans of action to avoid a significant interruption to our business anywhere in the world.

JohnsonDiversey, Virox Technologies Earn Canadian-American Award

The Canadian American Business Council presented JohnsonDiversey and Virox Technologies Inc. (Oakville, Ontario) with the Business Achievement Award for their collaboration in developing and distributing a safe and environmentally friendly hydrogen peroxide-based disinfectant.

Multifunctional teams from JohnsonDiversey and Virox Technologies worked together for more than four years to develop, register and market a comprehensive Accelerated Hydrogen Peroxide (AHP) application platform for housekeeping applications. With AHP technology, JohnsonDiversey is providing its customers with safer, more effective, environmentally friendly disinfection solutions.

Responsible Manufacturing

Measuring Our Progress

JohnsonDiversey is committed to improving the environmental impact of processes used in manufacturing our products. Every year we assess our performance in the areas of energy consumption, water use, waste disposal and wastewater chemical oxygen demand (COD), compare data to previous years and report our findings.



We continually look for ways to reduce our environmental footprint and improve reporting. One example is a global data-gathering process we launched in 2005 and completed in 2006. As a result, we now have a more consistently applied methodology, with greater accuracy in reporting.

When we applied this methodology to prior years we concluded that reporting from previous years needed to be restated in order to effectively track our annual progress. The restatement is the result of a more rigorous process that better captures our global data.

Year-Over-Year Summary of Environmental Performance in Manufacturing

Key Performance Indicators	2005	2006 Actual
Production (tonnes)	954,774	954,027
Total Energy (GJ/tonne)	0.35	0.33
Total Water (m3/tonne)	1.15	0.95
Net Water (m3/tonne)	0.56	0.50
Total Waste Disposal (kg/tonne)	2.90	3.28
COD (kg/tonne)	2.31	2.79

With more precise methodologies established, our data this year shows overall decreases in total water, net water and total energy, and increases in COD, total waste.

We reduced total and net water used with an aggressive program for water collection and reuse implemented in our Europe, Middle East and Africa region and installation of equipment to allow more efficient cleaning processes in a North American facility. Our decrease in total energy consumed was because of increased production at facilities that have partially fixed energy demands. Results are encouraging as increased mechanization of operations causes an increase in energy usage.

The increase in COD was due primarily to a decrease in production volume in North America combined with an increase in the overall number of products manufactured. Total waste disposed increased due to the need to replace a cardboard recycler at one of our major plants, which will be remedied in 2007.

JohnsonDiversey is committed to reducing the environmental impact of our manufacturing processes. We have implemented accurate tracking of consumption and disposal and standardized measures across all operations globally. With this data, we are targeting ongoing reductions in wastewater COD, solid waste, total water, net water and energy.

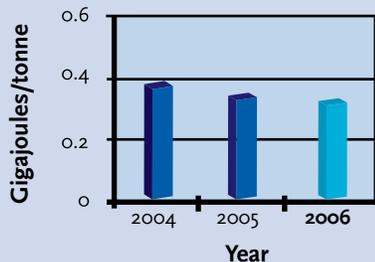
We continually look for ways to reduce our environmental footprint and improve reporting.



Key Performance Measures for 2006*

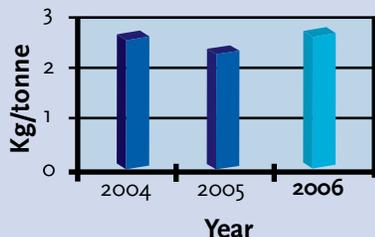
Total Energy Consumption

We measure total energy use by comparing energy consumption to the quantity per tonne of product manufactured. Our data includes consumption of electricity and fuels used at our 37 manufacturing sites in 24 countries around the globe.



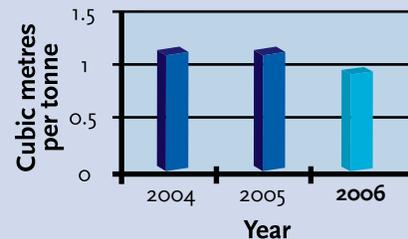
Total Chemical Oxygen Demand (COD)

COD is a measure used by regulatory agencies and others to determine industrial wastewater quality. In our operations, COD results largely from the cleaning process after one product has been manufactured prior to manufacture of the next product.



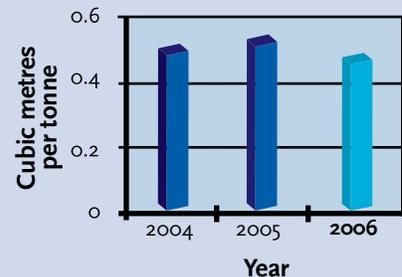
Total Water Consumption

Uncontaminated cooling water and wastewater are used in the manufacture of products. We combine these uses in measuring total consumption.



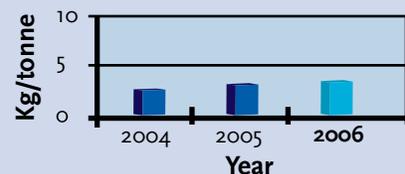
Net Water Consumption

Net water is determined by taking the total water value and subtracting the amount of water used in our products. Net water provides a better representation of how efficiently water is used in manufacturing.



Waste Disposal Reduction

Over the past 10 years we have reduced the ratio of waste sent to landfills, compared to production volumes, by more than 80 percent. Several of our manufacturing sites recycle almost all of their non-hazardous waste.



* Because of our rigorous data-gathering methodology, we have established 2004 as our new baseline year.

JohnsonDiversey Pursues ISO Certification

Certification from the International Organization for Standardization (ISO) requires a rigorous assessment and recordkeeping to establish that products, materials, services and systems conform to consistent standards. JohnsonDiversey has invested in ISO certification for its most significant manufacturing locations.

ISO 9001 Certified for Quality

Bagnolo, Italy
Banfu, China
Candiac, Quebec
Conde Duque, Spain
Cotes Park, UK
Dublin, Ireland
Enschede, Netherlands
Gebze, Turkey
Kakegawa, Japan
Kib, Germany
London, Ontario (ISO 9002)
Polinya, Spain
Sharonville, Ohio
Sintra, Portugal
Socorro, Brazil
Sydney, Australia
Tsukuba, Japan
Villefranche, France
Wadeville, South Africa
Waxdale, Sturtevant, Wisconsin

ISO 14001 Certified for Environment

Bagnolo, Italy
Conde Duque, Spain
Cotes Park, UK
Dublin, Ireland
Enschede, Netherlands
Gebze, Turkey
Kakegawa, Japan
Kib, Germany
Polinya, Spain
Sharonville, Ohio
Sintra, Portugal
Tsukuba, Japan
Villefranche, France

OHSAS 18001 Certified for Health & Safety

Bagnolo, Italy
Conde Duque, Spain
Cotes Park, UK
Dublin, Ireland
Enschede, Netherlands
Gebze, Turkey
Kakegawa, Japan
Kib, Germany
Polinya, Spain
Sintra, Portugal
Villefranche, France



Committed to Safety, Health and Environment in Product Development

JohnsonDiversey has stringent policies for product development. Our policy for environment, health, safety and product excellence has seven key commitments:

- Develop innovative products, solutions and processes with improved impact on health and environment.
- Target zero environmental, health and safety incidents related to our operations, products and services.
- Meet all applicable regulatory requirements or exceed them where worldwide company standards are higher.
- Improve all we do by continually assessing existing environmental, health and safety effects, setting targets, embracing best practices and reporting our results.
- Partner with customers, stakeholders and community groups to promote environmental, health, safety and product excellence.
- Advocate for more challenging performance requirements for our industry.
- Communicate to employees this policy and their accountability while providing them with the tools necessary to achieve our company objectives.



New Distribution Center Aims to be Largest LEED-Certified Warehouse

Last year, JohnsonDiversey began construction of a \$22 million distribution center near our global headquarters in Sturtevant, Wisconsin. Employing creative green building strategies, the new center is slated to open in summer 2007.

It will be a high-performance building designed and constructed to earn LEED certification from the U.S. Green Building Council (USGBC). At 550,000 square feet, it could become the largest warehouse to be certified by the USGBC.

Using recycled content is a key factor in the building design. To stabilize foundation and footings, the facility is built on 35,000 tons of bottom ash rather than traditional crushed stone or gravel. Our team of designers, engineers and environmental experts analyzed the ash to assure it was safe and of high quality for use.

Once the distribution center is operational, its use of water will be 30 percent lower than State of Wisconsin building code requirements and its energy use will be 40 percent less than code requirements. Building materials used in construction have more than 20 percent recycled content.

The distribution center will create significant efficiencies by consolidating four other warehouse locations in Racine and reducing transportation time and costs.

JohnsonDiversey's global headquarters was one of the first of four buildings to be LEED-certified by the USGBC for existing buildings. Built in 1997 to rigorous environmental standards, the building earned LEED certification in 2004 at the gold level.

Certifications and Affiliations

JohnsonDiversey believes in the value of third-party, independent certifications for our products and systems. We also are involved in the work of many organizations committed to sustainability.

Building Care Certifications



Nordic Swan
(Scandinavia)



GREENGUARD
(US)



Green Seal
(US)



USGBC
LEED-EB (US)



EU Flower
Europe



Eco Logo
(Canada)



ISO 14001 (Environment)
ISO 9000 (Quality)
OHSAS 18001 (Safety)

Associations and Affiliations



AISE Charter
Member (EU)



EPA's Design for the
Environment (US)



World Wildlife Fund
Water Conservation



British Institute of
Cleaning Science
(UK)



Alliance for Sustainable
Built Environment
(US)



H2E
HOSPITALS
for a
HEALTHY
ENVIRONMENT™ (US)



Green Schools
(US)



healthy
schools
campaign **Green Schools**
(US)



US Green Building
Council



GEMI **Global Environmental**
Management Initiative



Product Sustainability
Roundtable (US/EU)

The Strength and Vitality of Our Global Enterprise

We believe the essence of a sustainable enterprise is centered on earning the enduring goodwill of customers. Earning that goodwill begins with our people. The dedication of our employees has enabled JohnsonDiversey to deliver on its commitment to customers for more than 120 years.



Employee Development

Our more than 11,000 employees are the fundamental vitality and strength of our global enterprise. In our values embodied in This We Believe, we commit to “maintaining good relations among all employees around the world based on a sense of participation, mutual respect and an understanding of common objectives.”

We live out this commitment by:

- **Creating** a climate for employees to freely air concerns and express opinions with fair consideration;
- **Responding** to employees’ ideas, recommendations and problems;
- **Fostering** open, two-way communication between management and employees;
- **Providing** opportunities for employees to participate in decision-making processes;
- **Encouraging** all employees to work as a team; and
- **Respecting** the dignity and right to privacy of every employee.

In 2006, we lived out the value we place on employees through a range of programs and initiatives. We again provided the tools, training and opportunities that managers, supervisors and indeed all employees need to advance their careers at JohnsonDiversey. Several of these efforts are described here.

Developing Employees Goes Beyond Training

Training and career development for every employee is fundamental to our success. It is part of our commitment to maintaining a strong, vital, committed work force. Employee succession plans are a key element of maintaining a successful enterprise.

Managers work with employees to develop an individual career path at JohnsonDiversey. Direction takes the form of three important programs of employee development: Best Leaders, for mid-level management; Principles of Management (POM) for managers and supervisors; and Employee Succession and Development (ES&D) for everyone.

Best Leaders is a program designed for people who manage other managers. Piloted with 25 leaders in our European operations in 2005, 48 managers participated last year. Two three-day sessions were followed by six months of active career development. The program provides assessment tools and coaching to strengthen participants’ management skills.

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Progressing Toward Zero Accidents

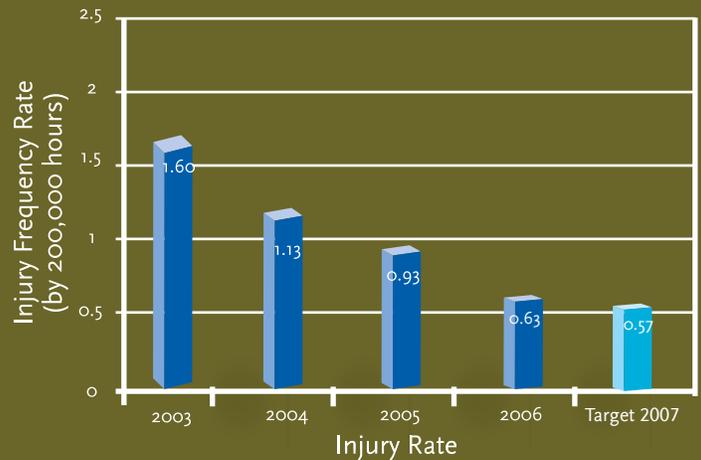


JohnsonDiversey has an aggressive program for reducing on-the-job accidents

by targeting zero incidents. In 2005, the rate was 0.93 injuries per 100 full-time-equivalent employees. In 2006, we reduced our frequency rate to 0.63, which is a 32 percent drop over the previous year and exceeded our goal for progress.

Since the launch of Target Zero in 2002, we have reduced employee injuries by 71 percent, which meant avoiding 559 potential injuries. We continue to strive to make zero environmental, health and safety incidents a critical goal for all our employees and an essential part of the JohnsonDiversey culture.

Target Zero 2006



The **Principles of Management** program is designed for managers, supervisors and leaders in early stages of their careers supervising people. It consists of 10 four-hour sessions. Participants hone their listening, evaluating and managing skills; study cross-functional leadership and styles of leadership; and develop a participatory style of leadership. POM has been launched throughout JohnsonDiversey worldwide with 297 people participating in the program last year.

We reinforced our **Employee Succession & Development** initiatives by establishing a consistently applied system for measuring employee performance globally. This new system will provide consistent measures across the many geographies and functions of JohnsonDiversey from managers and supervisors through to their direct reports.



Best Leaders program with 48 managers participating in 2006

Employee Child Care, Recreation and Fitness

JMBA Center

The Johnson Mutual Benefit Association Center in Racine, Wisconsin, is a state-of-the-art recreation and fitness center for use by all employees, retirees and their families.

The facility includes a 20,000 sq. ft. gymnasium with two basketball courts, four volleyball courts and five badminton courts. It also has racquetball courts, a squash court and a golf driving area. The JMBA Center houses a large aquatic center including a 250,000-gallon, L-shaped pool, a waterslide, hot tub and children's wading pool.

Child Learning Center

Racine-based JohnsonDiversey employees have access to the full-service Child Care Learning Center (CLC) located near the JMBA Center. The CLC is staffed by professionals who provide high-quality nurturing and education for infants through age 12. Before- and after-school and summer programs are also available.

The center has been recognized as a model for corporate child care and is one of the first of its kind in the nation.

Community Involvement

Our Company is Guided by Principles of Social Responsibility

JohnsonDiversey's deep commitment to social responsibility is specifically expressed in This We Believe, the company's formal statement of values. Responsibility to the communities where we do business has guided the Johnson family of companies since their founding in 1886. Those values continue to guide us to this day.



This We Believe says that “we believe in contributing to the well-being of the countries and communities where we conduct business.” This belief is evident in our actions.

For the past three years, our commitments have focused on making improvements to environment, human health and the well-being of children.

“... we believe in contributing to the well-being of the countries and communities where we conduct business.”

In a major environmental initiative, JohnsonDiversey is working with the World Wildlife Fund on the development of a new conservation tool for mapping freshwater flows around the world. See a full story on this important project for 2006 on page 10 of this report.

As a sponsor of the Joint Institute for Food Safety and Applied Nutrition (JIFSAN), a research and educational program established by the University of Maryland and the United States Food and Drug Administration, JohnsonDiversey has committed both financial and human resources to ensuring the safety of the world's food supply. Toward that end, we partnered with JIFSAN and conducted a major food safety conference for the Vietnamese seafood-farming industry last fall. See the story on Page 15.

Our Global Children's Initiative centers on the adoption of impoverished elementary schools in the 56 countries in which we have operations. In this initiative, JohnsonDiversey has partnered with the World Forum Foundation, a global network of child care professionals with an expertise in early childhood development. See the story on next page.

While we provide annual financial support to the World Forum Foundation, our Global Children's Initiative is designed to be driven by employee volunteerism. Under this initiative, we have been especially active in promoting personal hygiene with children through our hand washing program.

JohnsonDiversey is deeply committed to being a responsible corporate citizen and to playing an active and aggressive role in promoting the economic, social and environmental well-being of our host communities.



Employees Reach Out to Children through Global Children's Initiative

Our relationships with local schools and children's programs continued to deepen in 2006 through our Global Children's Initiative, developed in partnership with the World Forum Foundation. The program pairs JohnsonDiversey operating companies around the world with schools and children's programs that need cleaning supplies, hands-on support and a commitment of time from caring adults.

- JohnsonDiversey Russia cleaned carpets, sofas and other areas at a Moscow orphanage. The team also installed Bug Blasters hand-soap dispensers to encourage the children to wash their hands.
- JohnsonDiversey Kenya gave its adopted school, Kangemi Youth Primary School, new restrooms. The team helped build and paint the facilities, as well as cleaned the school and cleared its grounds.
- JohnsonDiversey Global Headquarters and North America employees washed windows, cleaned classrooms, painted restrooms, organized cabinets and built shelves for San Juan Diego Middle School in Racine. Several students from the school joined employees at Global Headquarters for "Take a Child to Work Day," a U.S. program intended to help youngsters experience real-world work opportunities. Employees also volunteer at the school as mentors and tutors during the school year.

Highlights of Community Involvement

- JohnsonDiversey Philippines partnered with De La Salle University students to paint murals on the school's walls to promote a clean environment. Also, employees in Manila taught students the importance of hygiene, food safety and care for the environment at the Virlanie Foundation, an institution serving more than 1,000 youngsters who have been victims of abuse and exploitation.
- JohnsonDiversey Chile provided financial support to Koinomadelfia, a social institution in Santiago serving 80 children who have been abandoned or orphaned. The institution provides shelter (10 cabins with eight kids in each), protection, love and development.
- JohnsonDiversey Brazil donates funds to the AMAI Day-Care School in São Paulo. Our employees have adopted this school as part of the Global Children's Initiative, which means they will also donate materials and spend time making repairs, cleaning up and educating children on personal hygiene.

Women's Business Council Supports Women in Business

The Women's Business Council (WBC) was formed to help women in our company grow and reach their potential in business. It is active in Japan, the U.K. and the U.S.

In Fall of 2006, 25 members of the WBC conducted a day-long retreat to identify key issues. Participants recognized the urgent need to develop a dynamic mentoring program. Such a program would pair aspiring women with managers, both women and men, to provide greater opportunities for skill and career development. The WBC worked with Human Resources to begin defining and developing a mentoring program.

At ISSA/INTERCLEAN® 2006 in Chicago, the WBC sponsored the ISSA Women's Forum, a networking and educational event for women who work in the cleaning industry. It provided tools and support to help women achieve their goals, whether they were business owners, distributors, facility managers or front-line cleaning workers.

In Racine, the WBC helped people prepare for a better career with a business-attire clothing drive. The WBC collected clothing donations, shoes and cosmetics from employees during its second "Dress Racine" drive in May.

Council members also walked, ran and raised funds for cancer research in both the U.K. and the U.S. In Racine, the WBC raised more than \$10,000 for Race for the Cure, which put the team in fourth out of the 100-plus teams who took part in the Susan G. Komen Race for the Cure in Milwaukee. The Susan G. Komen organization contributes to international breast cancer research.

In Milton Keynes in the U.K., a WBC team of 10 women participated in the Race for Life sponsored by Cancer Research UK.



Women's Business Council team in the U.K. participates in Race for Life

JohnsonDiversey Contributes to A.I.S.E. Sustainability Report

A.I.S.E., the International Association for Soaps, Detergents and Maintenance Products in Europe included JohnsonDiversey in its first industry-wide sustainability report published last year.



The report, which will be updated annually, examines industry manufacturers' commitment to continuous improvement in sustainability. The document highlights performance benchmarks in 10 key areas, including carbon dioxide emissions, packaging usage and end-user safety.

JohnsonDiversey is a member of the A.I.S.E. Charter, which includes companies that apply sustainability thinking at all phases of the product life-cycle, from product design to manufacture, to use and disposal.

U.K. Team Climbs to Help Disadvantaged Children

Four JohnsonDiversey United Kingdom employees spent 48 hours competing in an event called the Wooden Spoon Four Peaks Challenge to raise money for Wooden Spoon, a rugby-sponsored charity that supports mentally, physically and socially disadvantaged children and young people.

The event required the team to scale the highest peaks in Scotland, England, Wales and Ireland, including Scotland's 1,240-meter-high Ben Nevis, the highest of the four peaks.

The team raised approximately \$10,000 for Wooden Spoon.





JohnsonDiversey North America Volunteers Continue to Build Houses for Habitat

Two families in Racine, Wisconsin, moved into new homes in 2006, thanks in large part to the dedication of JohnsonDiversey employees who supported the third year of a Habitat for Humanity program.

Dozens of employees banded together to raise funds for the houses and dozens more showed up each day to build the houses themselves. All of the \$50,000 raised went to cover costs for the two houses. Each day for six days, 40 to 50 people gathered at the job site to build the houses.

Volunteers of every skill level swung hammers, hoisted lumber, rolled paint and helped distribute food and supplies.

In the end, two new houses stood ready for the families. The houses are located near Racine's courthouse, on land that was previously an underused and unsightly parking lot.

EMA Gives to Beyond the Moon Program

2006 marked the third year JohnsonDiversey's Europe, Middle East, Africa region helped gravely ill children and their families enjoy a memorable vacation through Beyond the Moon (formerly called Give Kids the World-EMA).

JohnsonDiversey worked with local doctors and hospitals to find families qualified to participate in the program. Since 2004, JohnsonDiversey sponsored children and their families from Germany, South Africa, France, Hungary, Denmark, Greece, Portugal and Turkey, among others.

Though their native countries were different, these children shared common traits: they faced a life-threatening illness, were from families with little economic means, and were in need of vacation accommodations that could support their medical needs.

Netherlands Takes Part in Charity Day

JohnsonDiversey Netherlands donated a day of charity work to Sovak Terheijden, an agency that assists disabled people, and HVO Querido, an organization that helps homeless people, during its second annual "Charity Day."

At both sites, employees cleaned grounds, painted, tended gardens and took the organizations' residents on fishing and swimming expeditions.



Bringing Our Core Business into Focus

By any measure, 2006 was an important year for JohnsonDiversey, as we executed the first year of our restructuring plan, while pursuing growth in our core business. Thanks to the hard work and dedication of our people, we did what we set out to do.



Financial Performance

We made strategic choices, laying the foundation for the long-term, profitable growth of the enterprise. Some of those choices were difficult, including the decision to sell Johnson Polymer. Yet, we kept our promises, to ourselves and to our stakeholders. Our business is stronger today as a result.

We finished the year with the strongest net sales growth in our core business that we've seen since the formation of JohnsonDiversey nearly five years ago. Virtually all our business units improved on the top line while continuing to build our base for future growth through product innovations.

Our restructuring program started from a key premise: We must focus our energy and resources on our core business to assure the long-term sustainability of the enterprise. That meant that we had to rid the business of needless complexity and improve our cost structure. In 2006, we took important steps toward these ends.

We exited the service-oriented laundry and warewashing business in the United States. We sold several non-core businesses, including Johnson Polymer. We outsourced certain IT functions. And we launched our Global Strategic Sourcing Initiative, committed to increasing our profitability by reducing the costs of producing and delivering our products and running our business.

These actions generated savings nearly twice what we budgeted. They enabled us to pay down debt, and make significant progress toward achieving the financial flexibility necessary to make strategic investments in the business and in our people.

We finished the year with the strongest net sales growth in our core business that we've seen since the formation of JohnsonDiversey nearly five years ago.



Key Financial Data for the Fiscal Year Ending December 29, 2006

(dollars in thousands)

Net Sales	2,928,253
Gross Profit	1,225,469
Gross Profit as a Percent of Net Sales	41.8%
Net Income	118,282
Net Cash Provided by Operating Activities	(7,628)
Capital Expenditures	93,195
Stockholders Equity	944,671
Total Debt	1,095,545
Total Assets	3,302,772

Investors and Shareholders

While privately owned, JohnsonDiversey files public reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and other information with the U.S. Securities and Exchange Commission (SEC). The public may obtain copies of these materials by visiting the SEC's Public Reference Room at 450 Fifth Street NW, Washington, D.C. 20549, by calling the SEC at 1-800-SEC-0330, or by accessing the SEC's Web site at www.sec.gov.

In addition, as soon as reasonably possible after these materials are filed with or furnished to the SEC, we make copies available to the public free of charge in the Investor Relations section of our Web site at www.johnsondiversey.com. The information on our Web site is not incorporated into and is not part of this annual report.

1930s



S.C. Johnson & Sons Inc. begins selling to commercial markets group.

1996



Unilever Industrial acquires Diversey business and changes name to Diversey Lever.

1997



SC Johnson Professional separates from S.C. Johnson Wax, becoming a stand-alone company called S.C. Johnson Commercial Markets Inc., and moves into new corporate headquarters in Sturtevant, Wis.

2000



Johnson Wax Professional acquires The Butcher Company.

2002



Johnson Wax Professional acquires the DiverseyLever business and changes its name to JohnsonDiversey.

Business Ethics and Conduct

JohnsonDiversey recognizes the obligation and importance of being a good corporate citizen in every country in which we do business. This means compliance with local laws and regulations and compliance with the highest business ethical standards.

Therefore we have a comprehensive Code of Ethics and Business Conduct that supplements our values expressed in This We Believe. The code provides direction regarding laws, policies and ethical standards (within and outside the United States) that affect our everyday business practices and behavior.

All officers, directors, employees and representatives of JohnsonDiversey are required to follow the Code of Ethics. Violation, including failure to disclose a reportable matter, may result in disciplinary action, including dismissal.

In 2006, we required most executives, managers and sales representatives to pass an online test based on our Code of Ethics and Business Conduct.

Guidelines of the Code of Ethics

The following guidelines are listed in the Code of Ethics:

- Compliance with Laws;
- Conflicts of Interest;
- Record Keeping and Accounting Practices;
- Insider Trading;
- Business Practices;
- Payments to Officials;
- Antitrust Laws;
- Confidential Information and Protection and Company Assets;
- Safety and Environmental Protection of Product Quality;
- Discrimination and Harassment;
- Indirect Activities; and
- Reporting Violations in the Code.

The Code of Ethics and Business Conduct is communicated to all employees and copies are available on our intranet site along with other corporate policies and procedures. Additionally, the Code is available on our public Web site at www.johnsondiversey.com.

Board & Executives

Curt Johnson
Chairman
JohnsonDiversey Inc.

Todd Brown
Vice Chairman
ShoreBank Corporation

Norman Clubb
President and Chief
Operating Officer
Unilever Bestfoods NA
(Director of JohnsonDiversey
Holdings Inc. only)

Irene Esteves
Capital Management
Senior Vice President and
Chief Financial Officer
Wachovia Bank

Bob Howe
Chairman
Montgomery Goodwin
Investments

Helen Johnson-Leipold
Chairman and
Chief Executive Officer
Johnson Outdoors Inc.

Ed Lonergan
President and
Chief Executive Officer
JohnsonDiversey Inc.

Clif Louis
Chairman
The Vineyard Inc.

Neal Nottleson
Retired
S.C. Johnson & Son Inc.

John Rice
Retired
Unilever
(Director of JohnsonDiversey
Holdings Inc. only)

Reto Wittwer
President and
Chief Executive Officer
Kempinski Hotels S.A.

Executive Officers

Curt Johnson
Chairman

Ed Lonergan
President and
Chief Executive Officer

Joe Smorada
Executive Vice President
and Chief Financial Officer

Pedro Chidichimo
Regional President
Europe, Middle East and Africa

Moreno Dezio
Regional President
Latin America

Tom Gartland
Regional President
North America

Edward Kennedy
Regional President
Asia Pacific

Sam Komoda
Regional President
Japan

Sanjib Choudhuri
Senior Vice President
and Chief Development Officer

Greg Clark
Senior Vice President
Global Value Chain

Steve Di Biase
Senior Vice President and
Chief Scientific Officer
Research, Development and
Engineering

Jim Larson
Senior Vice President
Global Human Resources

John Matthews
Senior Vice President
Corporate Affairs and Director,
Office of the President

Scott Russell
Senior Vice President
General Counsel and Secretary

Dave Andersen
Vice President - Mergers,
Acquisitions and Business
Development

Lori Marin
Vice President and
Corporate Treasurer

Clive Newman
Vice President and
Corporate Controller

Matt Peterson
Vice President and
Chief Information Officer

Nabil Shabshab
Vice President and
Chief Marketing Officer

JohnsonDiversey Around the World

Global Headquarters

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(262) 631-4001

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Asia Pacific Region

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Singapore Science Park
Singapore 118254
65 6773 7930

Europe, Middle East & Africa Region

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Schiphol Boulevard 209
Schiphol 1118 BH
The Netherlands
31 20 316 4500

Latin America Region

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AV Marquez 970
Villa Bosch (1682)
Buenos Aries
Argentina
5411 4842 8200

Japan Region

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Yamashita-cho SSK Building 22
Yamashita-cho, Naka-ku
Yokohama, 231-8691 Japan
81 45 640 2201

Generating Environmental Savings

We used a special paper for this Global Responsibility Report made of 15 percent environmental post-consumer content and manufactured using wind power. As a result, we generate some significant savings. We printed 5,000 copies weighing 1,780 pounds. Environmental savings are calculated at:

- 105 pounds of solid waste not generated;
- 822 pounds of emissions eliminated;
- 1,588,650 BTUs of energy not consumed; and
- 2.25 trees not cut down.



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For further information please contact

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Visit us at

www.johnsondiversev.com

JohnsonDiversey

Clean is just the beginning

