

JohnsonDiversey



simple lessons

As children,  
we were taught  
simple lessons  
to live by.

We haven't  
forgotten them.

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Most of what we need to know in life we learn when we are young. The simple lessons of childhood stay with us, helping us through challenges we face as adults.

“Keep your promises.”

“Leave things better than you found them.”

“Treat others the way you would like to be treated.”

“Look both ways before you cross the street.”

In the 122-year history of JohnsonDiversey, we have always strived to remember the basic lessons of responsible corporate citizenship. This report illustrates key examples of how we keep these lessons alive and, in doing so, contribute to the well-being of the world around us.

## RESPONSIBILITY DEFINED

At JohnsonDiversey, global responsibility means more than merely producing environmentally friendly products. We acknowledge:

- Our responsibility to provide our customers with the most innovative products, services and solutions in the industry;
- Our call to build a profitable, growing enterprise that generates returns to our shareholders;
- Our commitment to environmental, health and safety processes for developing and manufacturing products;
- Our pledge to our employees to provide safe, vibrant working environments; and
- Our promise to contribute to the well-being of the communities where we do business.

JohnsonDiversey has long been a force for good in our communities, the natural environment and the economy. We are proud to continue that legacy.

## OUR PRODUCTS AND SERVICES

JohnsonDiversey is a leading global provider of sustainable commercial cleaning, sanitation and hygiene solutions. We serve customers in the lodging, food service, retail, health care and food and beverage sectors as well as building service contractors.

Additionally, we offer a wide range of services, including safety and application training, consulting and hygiene auditing. We provide products directly and through distributors to customers in more than 170 countries.



# A message from Curt Johnson

## Chairman

Throughout 2007, it was difficult to pick up a newspaper or magazine or turn on the T.V. without seeing news on sustainability. It's clearly a subject that is on everyone's mind.

Sustainability has been on our minds at JohnsonDiversey throughout five generations of family ownership, spanning 122 years. It's embedded in the values we embrace and the principles that guide us. It's embedded in the DNA of our company and our people.

We've demonstrated over the years our belief that the best way to assure the continued sustainability of our business is to help assure the sustainability of our customers' businesses. Because of our heritage, we believe we are uniquely positioned to do just that. We want to share our knowledge with our customers, just as we want our customers to share their knowledge with us.

Today, there is a fundamental lack of clarity in our marketplace about what sustainability entails, how it is achieved, and what it costs to achieve it. Many businesses simply equate sustainability with environmental stewardship. But it's clearly more than that, as you will see in our report.

We've organized this report consistent with the JohnsonDiversey view of sustainability. We have devoted sections to health and safety, social responsibility, environmental stewardship, and profitable growth. We cite some of our 2007 achievements to illustrate each. We've also cast each section in terms of a lesson we learned as children, making the point that principles of sustainability are simpler than we sometimes make them.

I hope you'll take a few minutes to review this report. And if there's anything we can do to help you embed principles of sustainability in your business, please let us know. We're eager to share our experience.



A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke.

S. CURTIS JOHNSON  
CHAIRMAN  
JOHNSONDIVERSEY, INC.



# A message from Ed Lonergan

## President and CEO

We delivered solid sales and gross-profit growth in 2007, while successfully executing the second year of our three-year restructuring program. Through both years of this program, we have kept the promises we made to our shareholders, our board, and most importantly, to ourselves.

Our 2007 results reflect positive momentum across our business. Our Europe, Middle East, and Africa region had a break-out year. Our business in developing markets continued to grow rapidly. We improved year-over-year gross profit margin for the first time since acquiring DiverseyLever in 2002, and we made significant strides in improving the efficiency of our operations. We successfully completed targeted plant closures, the global outsourcing of our IT support work, the redesign of our North American supply chain footprint, and the reorganization of our European operations.

In 2007, several global trends influenced our results, and our actions in the face of these challenges provide a solid basis for optimism about our future.

First, oil- and natural gas-driven commodity cost increases pressured both JohnsonDiversey and our customers to drive efficiency in all aspects of our businesses. Our improved year-over-year gross margin and SG&A (Sales, General and Administrative) cost results reflect the benefits of the disciplines we've brought to the company through our restructuring initiative and the rewards of providing our customers with solutions to improve their efficiency.

Second, well-publicized public health and food safety issues raised industry and public awareness of the importance of high-performance cleaning and hygiene across all facilities. This drove growth in all our core businesses, and demonstrated our capability to speedily address issues in the marketplace. When an outbreak of community-associated MRSA struck the United States, JohnsonDiversey responded with ramped-up production of our proprietary and differentiated accelerated hydrogen peroxide platform. When a feared outbreak of foot-and-mouth disease triggered panic among U.K. dairy farmers, we produced and delivered a five-month supply of government-approved disinfectants to our distributors within 72 hours.

And third, the sustainability movement also took root throughout our industry and across the global economy, bringing into focus a way of doing business that recognizes the responsibilities we have to protect the planet and its people, as well as to generate profitable growth. It's a way of doing business that is deeply embedded in the values of our company, one we've adhered to for more than 120 years. Our value propositions are well tailored and our development efforts strongly focused to deliver benefits in a world driven by a commitment to sustainability.

So while 2007 was a very good year, we believe our best years lie ahead.



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

**ED LONERGAN**  
PRESIDENT AND CEO  
JOHNSONDIVERSEY, INC.





JohnsonDiversey employees served the children of the Tadika Cempaka school in Malaysia in 2007.



LESSON

# 01

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“Treat others  
the way you would like  
to be treated.”

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SOCIAL RESPONSIBILITY

WE ALL REMEMBER THE SIMPLE LESSONS  
OUR PARENTS DRUMMED INTO OUR HEADS,  
INCLUDING “TREAT OTHERS THE WAY YOU WOULD LIKE TO BE TREATED.”  
THOSE LESSONS ARE AS VALUABLE TODAY AS THEY WERE THEN.  
AS A RESPONSIBLE CORPORATE CITIZEN, JOHNSONDIVERSEY IS COMMITTED TO  
THE WELL BEING OF THE COMMUNITIES WHERE WE DO BUSINESS,  
TO TREATING OUR COMMUNITIES THE WAY WE WANT TO BE TREATED.





"TREAT OTHERS THE WAY YOU WOULD  
LIKE TO BE TREATED."

SOCIAL RESPONSIBILITY

To be sustainable, businesses must rely heavily on the goodwill and health of the communities in which they do business. Without quality education and health care, without vibrant arts and entertainment, and without honest and responsible government in their host communities, most businesses would be hard pressed to attract the talent needed to sustain an enterprise in today's highly competitive global economy.

So businesses must give something back to the communities in which they operate. Being socially responsible corporate citizens requires that they do. At JohnsonDiversey, we believe that creating jobs is not enough. We also believe providing financial support to worthy causes, although critically important, is not enough.

We – that is, all 11,500 JohnsonDiversey employees worldwide – believe to be socially responsible we have to give of ourselves. We also believe that committing our time, talents and energy to the betterment of others enriches not only our host communities but our own lives. These beliefs were made manifest in 2007 in a variety of ways.

The centerpiece of our social responsibility commitment is our Global Children's Initiative, which involves the adoption of schools in need. Launched in 2004, the initiative is up and running in 30 countries today.

The emphasis of the initiative is on volunteerism, not passive corporate giving. In 2007, our employees donated thousands of hours of both company-sponsored time and their own time. They improved schools and grounds, and they mentored students. They taught children around the world the importance of personal hygiene, particularly proper hand-washing. They opened their hearts and responded to real needs. →

# Businesses must give something back to the communities in which they operate.





★ MALAYSIA

Our employees taught children at Tadika Cempaka school good hand washing practices. But first we helped them install new sinks and hand-soap dispensers. *Pictured here and on the cover.*





"TREAT OTHERS THE WAY YOU WOULD  
LIKE TO BE TREATED."

SOCIAL RESPONSIBILITY

In Vietnam, for example, our employees organized "Helmets for Kids," outfitting our adopted school's 431 students with bicycle helmets. We sponsored an art contest at our adopted school in Racine and arranged to have the winning students' work displayed at a prominent local art museum. In Hong Kong, our employees organized a book drive. In Morocco, they donated eyeglasses.

Our belief in the importance of giving back took other forms as well. Employees from our North American Headquarters worked with Habitat for Humanity to build two homes in Racine, bringing to seven the number of homes we've built in the community over the last four years. Employees also raised \$65,000 by hosting special events for Habitat in Racine. →

## UNITED WE GIVE

**\$156,383.88** JohnsonDiversey U.S. Donations  
23% of employees contributed

+

**\$156,383.88** Matching SC Johnson Fund

**\$312,767.76** Total



Employees have consistently made JohnsonDiversey one of the top contributing companies to the annual United Way campaign. In 2007, U.S. employees gave \$156,383.88, which was matched by the SC Johnson Fund, bringing the total to more than \$300,000. Every year, JohnsonDiversey contributes significantly to the SCJ Fund as one of the separate companies of the Johnson family.

# JohnsonDiversey employees around the world continued to foster their commitment to social responsibility.

## FINDING HOPE THROUGH LUXURY SOAP



MARDIN, TURKEY

JohnsonDiversey is helping communities thrive socially, economically and environmentally in many corners of the world. Our commitment to social responsibility is exemplified by our support of a small soap-making business, operated by 10 women from the economically challenged hillside city of Mardin in southeast Turkey.

JohnsonDiversey's employees in Turkey identified a "new product"

and encouraged these women's dreams for a better life by helping to resurrect a nearly forgotten Anatolian tradition: Bittim soap.

Named for a species of wild pistachio indigenous to southeast Turkey from which the soap is made, Bittim soap is prized for its restorative properties, making it an attractive amenity for upscale hotels.

Under a Turkish project name that translates to "a bridge to connect women," JohnsonDiversey helped deliver valuable expertise to

the fledgling enterprise. The Turkish sales team started calling on customers in the lodging sector, introducing the soap as the latest addition to their Racine de la Vie™ ("roots of life") portfolio of hotel amenities.

In all, more than 300 luxury and prominent hotels have embraced Bittim soap. The team's effort got a big boost from the media, who covered the Bittim soap story broadly as an example of sustainable business practice.

Today, Bittim soap is providing economic opportunity for women who previously had little hope.



In Turkey, employees mobilized to improve the quality of raw milk produced in the rural areas of the southeast part of the country, providing training to area women who work in the milking business. In Brazil, employees planted 50,000 seedlings to aid in the reforestation of a vast eco-system called the Caatinga, while employees in Denmark came to the aid of displaced children from the Middle East who were suffering in asylum camps.

In sum, JohnsonDiversey employees around the world continued to foster their commitment to social responsibility, doing their part to assure the vitality of the communities in which we do business and living the values that have guided our company from its earliest days.

Deeply embedded in the company's culture is the principle, first expressed by our late Chairman, H.F. Johnson Jr., that a business ought to be able to take from its host community everything it needs to prosper, provided it puts back more than it takes. A business should, in other words, do at least as much for its community as the community would do for it. ■



JohnsonDiversey employees enjoyed teaching children of the 10th Orphanage in Central Moscow about Bug Blasters,<sup>®</sup> our personal-hygiene program for kids.

## GLOBAL CHILDREN'S INITIATIVE

EMPHASIZES  
VOLUNTEERISM

JohnsonDiversey's Global Children's Initiative involves the company's adoption of financially distressed schools in the countries in which we operate. So far, the initiative is operating in 30 countries.

Reflecting the value JohnsonDiversey places on contributing to the well being of our host communities, the initiative emphasizes employee volunteerism, which takes various forms.

Employees volunteer to improve their adopted school's building and grounds. Under the initiative's clean-hands program, they provide instruction to the children on proper hand-washing techniques and stress its importance. Some employees mentor, others coach. The initiative encourages employees to put their energy and imagination to good use in devising their own ways to give something back.

In Kenya, our employees installed the first indoor plumbing their adopted school ever had. In Vietnam, they donated bicycle helmets. In the United States, employees organized an art contest and arranged for the winners' work to be displayed in a prominent art museum.

JohnsonDiversey's Global Children's Initiative recognizes that at its core, social responsibility is about giving of ourselves. Personal effort is the currency of this realm. A smile from a child in need is the reward.







JohnsonDiversey employees worked with students at the Cam Thuong Primary School in the Hai Duong Province of Vietnam.



LESSON  
02

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“Look both ways  
before you cross the street.”

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HEALTH AND SAFETY RESPONSIBILITY

AT JOHNSONDIVERSEY, WE’RE PASSIONATELY COMMITTED  
TO MITIGATING HEALTH AND SAFETY RISKS.

WE BELIEVE THAT TO GROW PROFITABLY,

WE HAVE TO MAKE THE WORLD A SAFER, HEALTHIER PLACE TO LIVE.

THAT BELIEF IS DEEPLY EMBEDDED IN OUR CORPORATE VALUES.

IT IS MANIFEST IN EVERYTHING WE DO, FROM IMPROVING THE SAFETY OF THE WORLD’S FOOD SUPPLY

AND ADDRESSING THE SPREAD OF INFECTIOUS DISEASES,

TO PROMOTING THE IMPORTANCE OF SAFETY AMONG OUR EMPLOYEES.





"LOOK BOTH WAYS BEFORE  
YOU CROSS THE STREET."

HEALTH AND SAFETY RESPONSIBILITY



We're proud of the recognition we've received for our work in these areas. Last year, for example, the United States Food and Drug Administration cited JohnsonDiversey's contributions to one of several educational outreach programs we've developed through our partnership with the University of Maryland's Joint Institute for Food Safety and Applied Nutrition. Called Good Aquaculture Practices, the program helps to control disease, protect the environment, assure food safety, and enhance living standards for seafood farmers, such as those in Vietnam to whom we presented it first.



JohnsonDiversey employees trained 431 students and teachers in 2007 about bicycling safety and the importance of wearing a helmet at the Cam Thuong Primary School, which is near busy roadways. In the past few years, several children have been in accidents that resulted in serious head injuries. Each child and teacher received a safety helmet.





JohnsonDiversey's commitment to protecting the world's food supply took many forms in 2007, from helping five-star hotels in Asia achieve HACCP certification, one of the highest standards of food safety assurance in the world, to delivering easy-to-implement food-safety programs for small businesses in Portugal.

In food safety, as in our other areas of our business, JohnsonDiversey believes in promoting the exchange of ideas in order to improve international understanding. Toward that end, our people give generously of their time and expertise, as they did recently in conducting a series of food safety seminars in India, or in leading a discussion of food safety management with industry leaders in Spain.

JohnsonDiversey's commitment to combating infectious diseases is likewise resolute, as was evident last year when outbreaks of community-associated methicillin-resistant *Staphylococcus aureus*, or MRSA, threatened the health of school children across the United States. Our teams worked around the clock to meet a spike in demand for a disinfectant containing our patented AHP technology, which kills MRSA bacteria 10 times faster than typical disinfectants.

JohnsonDiversey teams in the U.K. mobilized in response to a feared outbreak of foot-and-mouth disease, delivering a five-month supply of government-approved disinfectants to our distributors within 72 hours of the initial report. As a result, our customers were able to immediately address the threat of this disease.

While customer satisfaction is a critically important measure of our success, JohnsonDiversey's commitment to health and safety starts at home. We made substantial progress last year in our drive to eliminate work-related injuries, reducing those injuries by 10 percent compared to the prior year.

Our Target Zero safety initiative has now reduced employee injuries more than 75 percent in the past five years. And as driver education programs in the Netherlands and Indonesia suggest, our concern for our employees' safety extends to their families, as well.

## We're proud of the contributions we've made in the areas of health and safety. But we also recognize formidable challenges remain.

We believe that by listening to those we serve, sharing what we know, promoting honest dialogue, and remaining steadfastly committed to good science, we will advance the cause of human health and safety, just as our parents did with the simple wisdom they imparted to us many years ago. ■



"LOOK BOTH WAYS BEFORE  
YOU CROSS THE STREET."

HEALTH AND SAFETY RESPONSIBILITY

## SAFEKEY PLATFORM REACHES OUT TO LATIN AMERICA, ASIA



Protecting the world's food supply is an imperative as it travels to more tables around the globe. Food safety practices and regulations vary from country to country, but one thing remains the same: JohnsonDiversey is dedicated to applying best practices in food safety everywhere across the food supply chain.

In 2007, we trained food suppliers in China, Vietnam and Latin America using our comprehensive food safety program, SafeKey, which helps standardize food processing and manufacturing practices. SafeKey gives customers the knowledge and training to deploy the internationally recognized quality assurance standards, Hazard Analysis and Critical Control Point, and Good Manufacturing Practices.

The SafeKey team in Latin America wasted no time putting its skills to work, securing several HACCP and

GMP audits with major customers, including luxury hotels in Brazil, retailers in Columbia and more than 20 water-bottling plants in Mexico.

Our Asia Pacific SafeKey team helped a major hotel in Shanghai become the first hotel in China to achieve HACCP certification. Hotel executives directed that each of the company's 49 other hotels become HACCP certified by the end of 2008 using our SafeKey training.

JohnsonDiversey also played a major role in conducting a four-day food-safety conference for the Vietnamese seafood-farming industry in 2007. As a chief exporter of

seafood, Vietnam was an ideal place to host the event.

Sponsored by the Joint Institute for Food Safety and Applied Nutrition, a research and educational program and the United States Food and Drug Administration, the conference discussed the importance of effectively controlling the threat of disease, protecting the environment, assuring food safety and enhancing farmers' living standards.

JohnsonDiversey presented a demonstration on cleaners, sanitizers and disinfectants to several seafood farms. As a result of the hands-on presentation, the general director of the National Fisheries Quality Assurance and Veterinary Directorate is working with JohnsonDiversey to develop an officially sanctioned cleaning and sanitizing program for seafood processing plants across Vietnam.

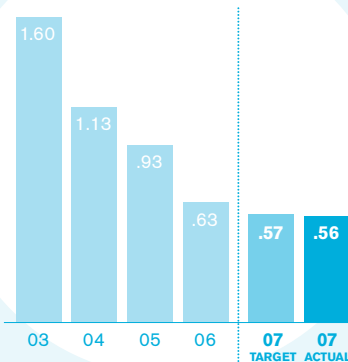



### TARGET ZERO REDUCES ON-THE-JOB INJURIES BY ANOTHER 10 PERCENT

JohnsonDiversey employees take on-the-job safety very seriously. Accidents dropped by 10.2 percent in 2007 over the previous year. In fact, we reduced accidents by 75 percent since the program began in 2002, which means our employees avoided 775 potential injuries. We aim to again reduce the injury frequency rate by 10 percent in 2008.

The results are headed in the right direction, but the goal is zero on-the-job accidents, period. It is effective because employees report incidents, not just accidents. Reporting near misses helps employees and supervisors take corrective action. Offering safe products for our customers begins with safe on-the-job practices and a safe working environment.

**INJURY FREQUENCY RATE**  
(BY 200,000 HOURS)





## JOHNSONDIVERSEY

TEAMS WITH TURKEY'S  
GOVERNMENT TO  
'SAVE THE MILK.'

The quality of milk available to southeast Turkey's rural poor has been unacceptable for a long time, a condition attributable in part to the lack of even one modern dairy processing plant in the area. JohnsonDiversey employees in Turkey were determined to make things better.

Our agribusiness team in Turkey launched the "Save the Milk" project with officials from both Turkey's Ministry of Agriculture and Rural Affairs and the United Kingdom's International Agriculture Technologies Center. The project aims to improve the quality of raw milk produced in the southeast rural areas by training area women who work in the milking business. JohnsonDiversey is providing knowledge as well as products.

If the project succeeds, thousands of women will have the opportunity to improve their economic conditions. The project is seeking a national processor to develop a plant in the area, which could double the value of the milk these women produce, providing them with a sustainable income.

Save the Milk will train a team of five Turkish female veterinarians through the U.K.'s IATC and specialists from our U.K. offices. The team will return to southeast Turkey to train women in the milking business. JohnsonDiversey's Deosan® products and equipment will be used to assure hygienic milk production and to help improve milk quality.

## RAPID RESPONSE KEY TO ADDRESSING OUTBREAKS IN U.K. AND U.S.



Being prepared and ready to respond to an infectious disease outbreak is chief priority at JohnsonDiversey. We have the worldwide capacity to ramp up production of the right cleaning and disinfection products, and provide expertise to help our customers employ the right practices to minimize the spread of infection.

When news broke in the United Kingdom about an outbreak of foot-and-mouth disease, JohnsonDiversey responded immediately to the aid of farmers and food processors by delivering Deosan Iodel FDII and Zal® Perax, two disinfectants approved by the U.K.'s Department of Environmental, Food and Rural Affairs for combating foot-and-mouth disease.

In addition, a public information campaign was launched to assure the public that our company stood prepared to help farmers and food

processors reduce the threat of foot-and-mouth disease. Our U.K. team of infection-control experts took calls and provided education and advice to customers during the outbreak, as our experts have done in other places around the world.

In the United States, reports of isolated outbreaks of methicillin-resistant *Staphylococcus aureus*, or MRSA, created unprecedented demand for infection control in schools. In fall 2007, authorities shut down 22 schools in Virginia after the death of a student due to this serious community-associated staph infection. Children in other states, including Texas, Illinois and New York, also were suffering from infection.

As news coverage of the MRSA outbreaks grew, so did the demand for our AHP-based disinfectants registered with the U.S. Environmental Protection Agency. The reason: Oxivir® Tb and Carpe Diem™ Tb disinfectants have a kill time of 60 seconds, which is highly effective against MRSA bacterium. Typical disinfectants, by comparison, take about 10 minutes to kill the same bacterium. AHP\*, a hydrogen peroxide-based technology, helps make these disinfectants environmentally responsible as well because they break down into oxygen and water. They also have a health hazard rating of zero giving them a product-safety profile well suited for schools.

\* AHP is a registered trademark of Virox Technologies, Inc., used under license.







LESSON

# 03

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“Leave things better  
than you found them.”

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ENVIRONMENTAL RESPONSIBILITY

JOHNSONDIVERSEY'S DEEP-SEATED TRADITION  
OF ENVIRONMENTAL STEWARDSHIP

IS ANCHORED IN THE BELIEF THAT PRESERVING THE EARTH IS NOT ONLY THE RIGHT THING TO DO,  
BUT ALSO MAKES GOOD BUSINESS SENSE FOR OUR CUSTOMERS AS WELL AS FOR US.  
THAT BELIEF IS AN ESSENTIAL COMPONENT OF WHY WE EXIST AS AN ENTERPRISE.





With our fragile planet hanging in the balance, we believe that every organization, public and private, is obliged to do all it can to reduce the environmental impact of its operations. We believe it is our collective responsibility to leave the earth in a better condition than we found it.

Businesses of every size and stripe are now embracing "green," even if they're not entirely sure what it means to *be* green. They're looking for suppliers who can help them understand what they can do to reduce their environmental footprint in a cost-effective way. JohnsonDiversey is uniquely qualified to provide that help, having lived a commitment to environmental stewardship for more than 120 years.

Through the Johnson family heritage, JohnsonDiversey has embraced the principles of environmental stewardship longer than most businesses have existed. We do not profess to be the ultimate authority on how to foil every threat the earth faces today. We do believe, however, that by working with our customers, suppliers, governments and others, we will continue to make progress and will achieve our objective to leave the earth in a condition better than we found it. ■

TIMELINE OF OUR  
ENVIRONMENTAL  
ACHIEVEMENTS



'35

H.F. Johnson embarked on expedition to Brazil to seek a sustainable source of carnauba palm trees containing a crucial ingredient for wax products.

'75

Removed chlorofluorocarbons, CFCs, from all aerosol products years before the requirement became law.

'90

Won the World Packaging Organization's "Worldstar Award" for Envirobox.™

Published company's environmental policy in its Environmental Mission Statement.





RIO  
ALBERCHE,  
SPAIN

JohnsonDiversey is committed to clean water and clean environments. Our employees in Spain helped with river clean ups including the Rio Alberche near Madrid.

‘91

Presented with U.S. Presidential Citation, Environment and Conservation Challenge Award program.

‘93

Phased out APEOs in Europe; APEOs were not banned in EU until 2003.

Convened an Aerosol Recycling Conference in the United States.

‘94

Won the United Nations Environmental Program Award.

‘96

Founded Marine Stewardship Council with World Wildlife Fund.

First environmental report published containing eco-efficiency indicators. →





"LEAVE THINGS BETTER THAN  
YOU FOUND THEM."

ENVIRONMENTAL RESPONSIBILITY

# We remain intently focused on doing our part to preserve the adequacy of the world's supply of potable water.

We are dedicated to preserving the quality and availability of freshwater, an increasingly threatened vital resource. That's why we're a partner with the World Wildlife Fund. The WWF has developed HydroSHEDS, a tool created to digitally map freshwater systems for the entire globe. The WWF has already applied the data to create maps for remote and poorly charted regions such as the Amazon headwaters and the Guiana Shield.

The solutions we offer our customers are also a crucial part of our dedication to preserving water. Last year, armed with an array of water-saving solutions, we helped some of the world's largest beverage makers dramatically reduce water use. At the same time we also improved their energy and operational efficiency, proving once again that good environmental stewardship is good business management.

'97

Introduced the J-Fill® chemical dispensing system, the first fully portable, closed-loop chemical dispenser with hyper-concentrated cleaners.

'98

Launched Sustainable Agricultural Projects.  
  
Recognized by the Washright Campaign of the International Association for Soaps, Detergents and Maintenance Products (AISE).

'99

Partnered with "SWIM:" Sustainable Water and Integrated Catchment Management.

Developed "GREAT-ER": Geography-referenced Regional Exposure Assessment Tool.

'00

Earned the World Packaging Organization's "Worldstar Award" for SafePack.™

AQUACHECK™

# REDUCED

WATER USE BY

# ONE BILLION

GALLONS

Bottlers and food processors know the value of programs that help them reduce costs by reducing resource use in their manufacturing process. Decreased operating costs, improved operational efficiencies, and reduced water use and waste begin with a specialized water audit program from JohnsonDiversey called Aquacheck.™ The program measures, analyzes and improves the efficiency of water usage.

JohnsonDiversey helped customers in the food and beverage industry and the pharmaceutical industry save 1.016 billion gallons (3.8 million cubic meters) of water in 2007 using the Aquacheck program. We deployed the program at more than 20 sites in countries including the United States, the United Kingdom, Slovenia, The Netherlands, Hungary, Spain, China, Slovak Republic and Germany.

Aquacheck is an exclusive three-step program that takes a total-site approach to water use and production efficiency. It is the first program we deliver from our comprehensive set of expert solutions. The three steps include:

STEP  
**I**

## SCAN

JOHNSONDIVERSEY PERFORMS AN INDUSTRY-BENCHMARKING AND HISTORICAL-TREND ANALYSIS.

STEP  
**2**

## PROBE

OUR EXPERTS THEN CONDUCT A SYSTEMATIC WATER AND ENERGY UTILIZATION AUDIT.

STEP  
**3**

## SOLVE

THROUGH A FULL PORTFOLIO OF INNOVATIONS, JOHNSONDIVERSEY PROVIDES COST-EFFECTIVE TECHNOLOGIES, PRACTICES AND PRODUCTS THAT DELIVER BETTER RESULTS WITH LESS ENVIRONMENTAL IMPACT.

SHORTLY AFTER DEPLOYING THE AQUACHECK PROCESS, CUSTOMERS RECEIVE:

- ✓ A customized fingerprint of water use on a plant-wide basis – not just at individual components
- ✓ A ranking of water-use locations – by volume and cost impact
- ✓ A benchmark of operational efficiency against an accepted industry model
- ✓ A list of opportunities for reducing costs and improving process performance

JOHNSONDIVERSEY

# REDUCES

BOTTLER'S WATER USE BY

# 30%

Beverage bottlers understand better than most businesses the importance of water conservation. That's because producing one gallon of a beverage may use as much as 3.2 gallons of water in the bottling process globally. JohnsonDiversey provides solutions to help customers analyze and reduce their total water use, which helps them reduce their operational costs and protect a precious natural resource.

In 2007, a global company with a bottling plant in a U.S. region hit by a persistent drought turned to JohnsonDiversey for help. We were already working with the plant's cleaning and sanitizing processes, but they wanted our advice on reducing the use of water in their operations.

We deployed our comprehensive water management program in six of the company's beverage plants. The results: as much as a 30 percent reduction in total water use in one plant, from a ratio of 2.5 gallons of water per gallon of beverage to 1.7 gallons of water per gallon of beverage.

Industry standards for water use in bottling vary by region and depend in part on the bottling process each plant uses. JohnsonDiversey's water management program is tailored to help customers achieve equivalent or improved operational results while reducing the costs and environmental impact of their operations through reduction in fresh water use over time.

**In this case, we reduced a 5-step process to a more efficient 3-step process and drew from a number of tools in our food and beverage solutions portfolio, including:**

- CIP (Cleaning In Place)
- Conveyor Track Treatment from wet to dry lubrication
- Recycle and reuse initiatives
- Improved water conservation
- Effluent management
- Production time recovery
- Microbiological troubleshooting
- Water-use flow measurements

**Other customers may benefit from additional services, including:**

- COP (Cleaning Out of Place)
- OPC (Open Plant Cleaning)
- Bottlewashing
- Membrane cleaning
- Sanitizers
- Labor optimization
- Specialty additives
- Cleaning equipment and systems
- Defoamers

'01

Adopted a Global Environmental Policy.

'02

Earned the Conservation and Environment Award from Textile Services Institute of America for impact in protecting and preserving natural resources.

'03

Introduced ResponsibleSolutions™ our comprehensive environmental policy, and the Healthy High Performance Cleaning program.

Won the U.S. Environment Protection Agency's Lifetime Atmospheric Achievement Award for longstanding commitment to protect the ozone layer and climate.

Introduced Green Seal-certified products. →



## ENVIRONMENTAL RESPONSIBILITY OF OUR PRODUCTS

In Europe, we introduced our Pur-Eco™ line of environmentally responsible cleaning products. Each of those products has been certified by either or both of the continent's most respected and widely recognized independent green-cleaning certification bodies, Nordic Swan and EU Flower.

Our Pur-Eco line of products in Europe, like our Greenguard-certified Healthy High Performance Cleaning Program and our Green Seal-certified products in the United States, reflects JohnsonDiversey's commitment to assure that every product we make and market conforms to the highest standards of environmental responsibility.

We believe, moreover, that it is our responsibility to police ourselves. As our recent decision to voluntarily eliminate the use of alkylphenol ethoxylates suggests, we do not wait for regulators to rule before removing harmful substances from our products. Used for more than 50 years in consumer cleaning and personal-care products, APEOs have increasingly been associated with harmful effects in the environment and may have harmful effects on humans.

There's more to our view of environmental leadership than what we exclude from our products, however. We believe it is equally important to develop solutions that reduce the amount of water, energy and other precious resources businesses use in their operations.

## LAUNDRY SYSTEM REDUCES CO<sub>2</sub> EMISSIONS

JohnsonDiversey helps our hospitality and health care customers find innovative ways to save money, water and energy of on-premise laundry operations without compromising the quality of clean they demand.

More than 1,000 European hotels and health care facilities with on-premise laundry operations have turned to our auto-dose system that combines a powerful, low-temperature main detergent with highly concentrated oxygen bleach that reduces textile damage, compared to chlorine bleach.

On-premise launderers can reduce energy consumption by nearly 65 percent just by using a low temperature laundry system instead of heating water to a higher temperature.

The system, known as CLAX® PlusBright, is effective in low washing temperatures, ranging between 113° F to 131° F (45° C to 55° C). Typical washing temperatures are 140° F to 167° F (60° C to 75° C). Last year, our European customers saved 35.5 million KWh of energy by implementing our low temperature

washing system. This equates to a reduction in carbon dioxide emissions equivalent to taking more than 1,200 passenger vehicles off the road for a full year.

The CLAX PlusBright system also saves water by requiring fewer rinse cycles. The system uses 30 percent less water when compared to traditional OPL laundry systems. In addition, laundry facility managers reported reduced labor costs and extended linen lifetime since the textiles are washed less often and at lower temperatures.

‘04

Began support for WWF HydroSHEDS project.  
Chairman Curt Johnson begins service on WWF board.

Earned LEED Gold Level Certification for Global Headquarters from U.S. Green Building Council.

Published first Global Responsibility Report.

‘05

Earned AISE Charter for Sustainable Cleaning; first business-to-business chemical manufacturer awarded.



## ENVIRONMENTAL STEWARDSHIP IS EVERYONE'S RESPONSIBILITY

JohnsonDiversey's commitment to environmental stewardship takes many forms, including the encouragement we provide to young people who are learning for the first time what protecting the planet entails.

At San Juan Diego Middle School in Racine, Wisconsin, a school we adopted under our Global Children's Initiative, we've worked with students on a range of projects, including an art contest we sponsored in which we challenged students to depict what they envisioned "peaceful environments" to look like. And we arranged to have the students' work displayed at a prominent local art museum.

In addition, we enlisted students and their parents to help JohnsonDiversey volunteers clean the school with environmentally friendly products we make, such as our Green Seal-certified Alpha HPT™ multi-surface cleaner.

The message we've imparted to the children is clear: Protecting the planet is everyone's responsibility – and can be a lot of fun.



Students of San Juan Diego Middle School created "peaceful environments" for an art contest sponsored by JohnsonDiversey. Their artwork was displayed at the Milwaukee Art Museum, designed by architect Santiago Calatrava.



★ RACINE, WISCONSIN

'06

Won top innovation award at INTERCLEAN in Amsterdam for Jonmaster™/iMap™ innovation.

Became first in cleaning industry to earn GREENGUARD certification, for Healthy High Performance Cleaning program.

Committed to cease using APEOs in formulated products in U.S. and globally.

Became supporter of EPA's Design for the Environment Sustainable Detergent Stewardship Initiative.

'07

Earned LEED Gold Level Certification, US Green Building Council, for North American Distribution Center.

Introduced Pur-Eco line of Nordic Swan and EU Flower certified products.





## CUSTOMER GREEN CLEANING BEGINS

BY

## GREENING OUR OWN FACILITIES

We are committed to helping our customers green the facilities they care for with sustainable products, tools, equipment and programs. But that commitment begins by making certain our own facilities are as resource efficient and environmentally responsible as possible.

We were among the first organizations to achieve green-building certification of our global headquarters in Racine, Wisconsin, earning the Leadership in Energy and Environmental Design certification for existing buildings from the United States Green Building Council at the gold level. We continue to apply those same high green-building standards at our facilities around the globe.

Our 550,000-square-foot warehouse and distribution center in Racine, which opened last summer, became the largest building in the United States to earn LEED-EB certification, and we did it at the gold level. This achievement reflects our commitment to environmental

stewardship and superior customer satisfaction. Roughly forty-four percent more efficient than a standard building of its size and use, the new facility will achieve operational savings of more than \$100,000 per year – reinforcing our belief that environmental stewardship is good business.

Some of the building's green attributes include solar-reflective roofing, water-free urinals, efficient occupancy-responsive lighting, and cleaner electric-powered fork trucks with high efficiency battery charging. The facility is built on a foundation comprised of 35,000 tons of recycled bottom ash, rather than traditional crushed stone or gravel.

In the future, every building we construct, everywhere in the world, will be designed to be resource efficient, and where appropriate, certified in accordance with the exacting standards of leading environmental bodies, such as the USGBC.

In the Netherlands we built a new mixing plant designed for

maximum efficiency and safety. The facility, located in Enschede, will reduce the environmental impact of the mixing operation by eliminating wastewater and chemical runoff that is generated from cleaning filling pipes.

In Nalagar, India, we worked with the India green business council to opens a new 5,000-square-foot office building that is LEED certified.

### Bringing leaders together in Japan

Our facility management team in Japan invited a number of property owners, managers and contractors to spend the day at a green facility seminar. This event encouraged the Japan Sustainable Building Consortium, governing body of the Comprehensive Assessment System for Building Environmental Efficiency, to embrace JohnsonDiversey's recommendations for the cleaning portion of its green-building certification system.



## REDUCING OUR FOOTPRINT WHEREVER POSSIBLE

We call it responsible manufacturing. It is our drive to increase the operational and resource efficiency of the way we develop and make products while maintaining our commitment to environmental, health and safety. Across our 33 manufacturing facilities in 24 countries, we continually look for ways to reduce our environmental footprint and improve reporting throughout our manufacturing processes. We began revamping our global data-gathering process in 2005 and completed it in 2007. As a result, we have a more consistently applied methodology, with greater accuracy in reporting. With more precise methodologies established, our data this year shows overall decreases in Chemical Oxygen Demand, COD, total waste and minimal increases in total water, net water and total energy.

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 in hand, we are targeting ongoing reductions in wastewater COD, solid waste, total water, net water and energy.

### YEAR-OVER-YEAR SUMMARY OF ENVIRONMENTAL PERFORMANCE IN MANUFACTURING

Key Performance Indicators	2004	2005	2006	2007
Effluent COD <sup>1</sup> (kg/tonne)	2.75	2.31	2.80	<b>2.73</b>
Waste Disposed <sup>2</sup> (kg/tonne)	2.76	2.90	3.29	<b>2.89</b>
Total Water <sup>3</sup> (m3/tonne)	1.15	1.15	0.96	<b>0.99</b>
Net Water <sup>4</sup> (m3/tonne)	0.52	0.56	0.50	<b>0.53</b>
Total Energy <sup>5</sup> (GJ/tonne)	0.43	0.39	0.37	<b>0.38</b>

<sup>1</sup> Regulatory agencies use COD measures to determine the quality of industrial wastewater. COD results from cleaning our manufacturing lines between product runs.

<sup>2</sup> Waste disposal is the ratio of waste sent to landfills compared to production volumes.

<sup>3</sup> Total water is measured by combining uncontaminated cooling water and wastewater used in our manufacturing process.

<sup>4</sup> We determine net water by subtracting the water used in our products from total water, which offers a better representation of actual water used in manufacturing.

<sup>5</sup> We measure total energy use by comparing energy consumption to the quantity per tonne of product manufactured.

## JOHNSONDIVERSEY'S POLICY FOR ENVIRONMENTAL, HEALTH, SAFETY AND PRODUCT EXCELLENCE

JohnsonDiversey has been dedicated to leadership in environmental, health and safety since the company was founded in 1886. Our commitment to employee health and safety and the natural environment is reflected throughout our product development and manufacturing process. We continually work to assure our products, and their packaging, are safe for end-users and the indoor and outdoor environment. We assess and report our progress. Health and environmental protection is our contribution to future generations.

### JohnsonDiversey commits to:

- 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.

**“We are deeply committed to conducting our business responsibly toward health, safety and the environment. We believe it is not only the right thing to do, but is the best way to assure the continued strength and sustainability of our business.”**

CHAIRMAN S. CURTIS JOHNSON





LESSON  
04

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“Keep your promises.”

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CORPORATE RESPONSIBILITY

WHY IS SUSTAINABILITY SUCH A HOT TOPIC TODAY?

BECAUSE OUR CHILDREN DESERVE NOTHING LESS.

PROMISES MADE. PROMISES KEPT.

AT JOHNSONDIVERSEY, WE BELIEVE THESE FOUR SIMPLE WORDS

ARE THE MOST IMPORTANT FOUR WORDS IN BUSINESS.





★ STURTEVANT, WISCONSIN

#### Take a Child to Work Day

For one day every year, more than 100 children ranging from ages 9 to 13 and their employee parents or sponsors besiege JohnsonDiversey Global and North American headquarters for "Take A Child To Work Day." Modeled after the annual national event, JohnsonDiversey's version is a day filled with learning, fun, food and discovering what adults do on the job.

Even though they have the day away from school, children enjoy the educational activities. They tour our flagship manufacturing facility, Waxdale, to see how products are made. They also spend time in our research and development labs watching real life experiments and making their own home cleaning product by mixing fragrances to existing cleaning solutions.





**We** believe that an enterprise that keeps its promises – to future generations, to its board, to its shareholders, to its customers, but most importantly, to itself – will thrive in the short term and will prosper over the long term. An enterprise that keeps its promises is a sustainable enterprise.

We've been in business for 122 years, through five generations of Johnson family ownership. We expect to be in business for many years to come, providing quality jobs for our children and our children's children. We will do this by continuing to keep our promises.

In 2007, JohnsonDiversey delivered its top- and bottom-line financial results for the second year in a row. That's eight consecutive quarters of keeping our promises. We improved our gross margins for the first time since acquiring DiverseyLever nearly six years ago. Our sales, general and administrative costs as a percentage of net sales were likewise the lowest in our history. Promises made. Promises kept.

At JohnsonDiversey, we manage both from quarter to quarter, and from generation to generation. We're in business for the long term. We expect to encounter bumps in the road and build those expectations into our plans.

But above all, we are intent on keeping our promises, believing that if we do so, we will leave a thriving enterprise to those who come after us. We believe, in other words, that it's our corporate responsibility to assure the sustainability of our business. Our children are counting on us. ■



# JohnsonDiversey is Committed to Good Business Governance

## INVESTORS AND SHAREHOLDERS

A privately held company with publicly held debt, JohnsonDiversey files annual 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).

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](http://www.johnsondiversey.com). The information on our Web site is not incorporated into and is not part of this annual report.

## 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 and ethical standards.

Therefore, we have a comprehensive Code of Ethics and Business Conduct that supplements our values expressed in our long-standing corporate principles titled, "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. Violations, including failure to disclose a reportable matter, may result in disciplinary action, including dismissal.

In 2007, as in 2006, we required most executives, managers, sales representatives and directors to participate in an interactive online training program based on our Code, which includes a test and annual compliance certification.

## GUIDELINES OF THE CODE

The following guidelines are listed in the Code:

- 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 Web site along with other corporate policies and procedures. Additionally, the Code is available on our public Web site at [www.johnsondiversey.com](http://www.johnsondiversey.com).



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 Website at [www.sec.gov](http://www.sec.gov).

For additional information, please visit our Website at [www.johnsondiversey.com](http://www.johnsondiversey.com)



## Key Financial Data for the Fiscal Year Ending December 28, 2007

*(Dollars in Thousands)*

NET SALES	3,130,048
GROSS PROFIT	1,327,962
GROSS PROFIT AS A PERCENT OF NET SALES	42.4 %
NET INCOME (LOSS)	(86,631)
NET CASH PROVIDED BY OPERATING ACTIVITIES	33,296
CAPITAL EXPENDITURES	111,159
STOCKHOLDERS' EQUITY	958,267
TOTAL DEBT	1,101,530
TOTAL ASSETS	3,436,529





## Customer Sectors

### FOOD SERVICE AND CONTRACT CATERERS



### LODGING



### FOOD AND BEVERAGE PROCESSING



### BUILDING SERVICE CONTRACTORS



### RETAIL



### HEALTH CARE



### CHANNEL PARTNERS



## Applications

### FOOD SAFETY



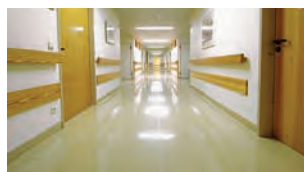
- Food contact surface cleaners, sanitizers and disinfectants
- Floor safety systems and tools
- General purpose cleaners, lime scale removers
- Bactericides/disinfectants
- Detergents, oven and grill cleaners; general surface degreasers
- Mechanical and manual warewashing
- Cleaning methods, wall charts, staff training, and technical and service support
- Consultation on food protection, regulations 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
- Complete auditing and assessment program for great operational efficiency
- Consultation in food safety, operational efficiency and quality management

### BUILDING CARE



- Floor finishes, buffable waxes, cleaners, polishes, sealers and strippers
- Carpet cleaners and spotters
- Floor care machines
- Tools and trolleys with microfiber products
- Hard-surface and general purpose cleaners
- Disinfectants and sanitizers
- Hand cleansers and sanitizers
- 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

### FABRIC CARE



- Full line of laundry detergents, spotters, boosters, bleaches, neutralizers, softeners and starches



## 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  
Regions Financial Corporation

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 Plc.  
(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

VACANT  
Regional President  
North America

EDWARD KENNEDY  
Regional President  
Asia Pacific

SAM KOMODA  
Regional President  
Japan

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

NABIL SHABSHAB  
Senior Vice President and  
Chief Marketing Officer

DAVE ANDERSEN  
Vice President - Mergers,  
Acquisitions and Business  
Development

LORI MARIN  
Vice President and  
Corporate Treasurer

TODD HERNDON  
Vice President and  
Corporate Controller

MATT PETERSON  
Vice President and  
Chief Information Officer

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## GENERATED ENVIRONMENTAL SAVINGS FOR PAPER USED IN THIS REPORT

373 POUNDS OF SOLID WASTE NOT GENERATED  
968 POUNDS OF EMISSIONS ELIMINATED  
2,851,920 BTUs OF ENERGY NOT CONSUMED  
4.03 TREES NOT CUT DOWN

